PUBLIC RELATIONS JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA

APRIL
1951
VOL. VII—NO. 4

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THE COVER

E. I. du Pont, founder of the company which bears his name, and his wife Sophie, proudly examine the first advertisement of the company's blasting powder, which appeared nearly a century and a half ago. Scene is from "The Du Pont Story," a recently completed 72-minute motion picture of the company's 149-year history. Sigrid Gurie and Eduard Franz are the Hollywood actors.

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NOTED IN BRIEF . . .

• Social physics is presented to readers in the lead article in this issue. It is a comparatively new science which applies measurement to human behavior in a manner that will appeal to public relations practitioners as provocative and enlightening, with some far-reaching implications.

• Pillsbury Mills dramatized its annual meeting with a special publication approach that suggests many opportunities.

• Ansul Chemical Company tells its story to the community in 15 ways, and tells JOURNAL readers how they worked and why.

• Pictures versus words is a familiar theme to PR people who will want to read what one prominent picture consultant has to say about the kinds of pictures that "sell."

• Can students be taught public relations techniques with practical application? Boston University reports on one of the ways it found by using a country newspaper as a laboratory experiment.

• With women controlling the biggest share of America's wealth, readers will want to read what one leading Detroit bank did about making them more articulate.

• The farm-city committee project in the San Joaquin Valley of California is nearly one year old. Some of the conclusions reached are reported in this issue.

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Published monthly, except August and semi-monthly in December, copyright 1951, by the Public Relations Society of America, Inc., at 525 Lexington Avenue, New York 17, N. Y. Of the amount paid as dues by members of the Society, $5.00 is for a year's subscription for the *Public Relations Journal*. Reentered as second class matter. October 20, 1950, at the post office at New York, N. Y., under the act of March 3, 1879. Subscription rates: $5.00 a year; foreign $6.00. Single copy 50c.

PR JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA
525 Lexington Avenue • New York 17, New York • PLaza 9-8086

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PR Men and Social Engineering

THE ENGINEERS OF THIS WORLD, it says here, are the folks that make things work. Engineers take the raw materials of science and apply them to the solution of human problems. Civil engineers do it with railroads and bridges; mechanical engineers with machines; electrical engineers with generators, motors and electronics.

Now, whether he knows it or not, every practicing public relations man is an engineer too—a *social engineer.* He develops new relationships and operations in society, designs new organizations and institutions; sets up and lubricates the human machinery for getting things done. The challenge of social engineering in our time is like the challenge of technical engineering fifty years ago. If the first half of the 20th Century was the era of the technical engineers, the second half may well be the era of the social engineers.

An engineer naturally has to know certain special things in order to perform his work well. He must, first of all, know the techniques of his field. Then he must understand the sciences that underlie those techniques.

Unfortunately, the fundamental sciences that underlie public relations have been somewhat late in arriving: the techniques have developed faster in some ways than the sciences on which they ought to be based. But at least three important scientific "disciplines" for social engineering are now beginning to take form: sciences with which, it seems to us, every public relations practitioner should be familiar. They include general semantics, social psychology and social physics.

The JOURNAL hopes from time to time to present articles by leaders in the development of these underlying fields of science. The first appears in this issue: Dr. John Q. Stewart's *The mathematics of big and little business.* Dr. Stewart has been one of the principal developers of the new science of social physics, which studies human organization and activities with methods that have proved so amazingly successful in the physical sciences. Social physicists seek out the "regularities" in human activities which seem to indicate underlying "laws"—rules of nature that can ultimately be used with the confidence, and perhaps with the mathematical precision, of the "laws" of physics or chemistry. This work has made remarkable progress.

Dr. Stewart's article deals with examples and applications of only one discovery of this new science: the famous "rank-size rule," which he here applies to the size of businesses, disclosing some hitherto unpublished results. Dr. Stewart has also provided a list of supplemental reading in social physics for those who want to know more about this emerging science. We hope there will be many!

"In the Hands of a Few"

READERS who have been bothered by the curious definition of *capitalism* in Funk & Wagnalls New Standard Dictionary will be interested to learn that it has been marked for change at the next reprinting.

The big dictionary now says capitalism is "a system that favors the concentration of capital in the hands of a few." The new definition will probably read: "an economic system in which private wealth, lawfully acquired by private enterprise under free competition, lies in the control of its owners; distinguished from *socialism.*"

We owe this bit of advance information to an enterprising member of the Society, who prefers to remain anonymous. He recently wrote Funk & Wagnalls about the definition in this vein:

"Since I have been a small capitalist most of my life, I am amazed by this definition, which—to me—smacks very much of the current Moscow party line. Most of the people I know, and they are pretty literate folks, would agree that we are living under a very benign capitalism here in America, but that it certainly does not mean concentration of wealth in a few hands. The company with which I am connected, for example, has its ownership divided among more than 51,000 stockholders. Certainly, these represent more than 'a few' hands."

To which Funk & Wagnalls replied, in part:

"For some reason this definition has never been picked up for change in revision of the book. We quite agree that at best it is an outdated definition . . . Semantic word change quite often is very rapid, as witness the various changes in meaning of the word *communism,* as used in America, within the past ten years. Responsible dictionary-making cannot submit immediately to word change. Very often the lapse of five years must of necessity occur before changes in the meanings of words can be definitely recorded."

Yes, yes. But did "capitalism" *ever* mean "a system that favors the concentration of capital in the hands of a few" here in America?

The mathematics of big and little business

The new discipline of social physics examines instances of free competition

By John Q. Stewart

Faculty member, Princeton University

SOCIAL PHYSICS, a comparatively new science, is defined as "description of human relations in a mathematical manner, with stress on physical factors." These factors include the numbers of people, their distances apart, the amount of social matériel, and the extent to which individuals are "charged" with desires which can be neutralized by satisfactions.

PUBLIC RELATIONS MEN fill many roles, requiring diverse preparation. A leading one if public relations is to be truly a profession must be that of social engineer. Social engineering is the application to practical problems of the principles of social science. Dean Emeritus Roscoe Pound of the Harvard Law School has interpreted law as one kind of social engineering. City planning is still another.

Like the practicing attorney, the public relations practitioner has a special responsibility to his client. But, as Mr. Edward K. Moss stated in the October issue of PUBLIC RELATIONS JOURNAL, the regularities of human behavior with which public relations counsel ought to deal are not subject to the vagaries of man-made statutes, and they impose therefore a greater inherent responsibility toward the public welfare than even legal counsel is subject to.

Perhaps it is in this direction that the profession of public relations can find its most useful goal. New discoveries in social science can be applied to advance the general welfare rapidly through public relations, but in the law only tardily. Indeed in the law they cannot be applied at all unless public relations first smooths the way with mass persuasion –whether this is conducted by professionals or by amateurs.

First-rate social engineering of any sort is impossible unless firm and profound principles of social science are available for application. Most seasoned social scientists ruefully admit that the natural sciences in this respect are far superior. Our world of 1951 abounds in successes of civil, mechanical, electrical, chemical, and agricultural engineering, but contribution of these to human happiness is partly cancelled by inept social engineering. Especially is this the fact with international relations. It is true that physical engineers sometimes blunder; physics itself is not perfect and can as yet do very little to control the weather, for example, and nothing to prevent earthquakes—although well-engineered construction of buildings reduces earthquake damage.

Unquestionably the successes of physics are facilitated by the superior mathematical language employed in its theories. In contrast, conventional social science remains almost wholly verbal. Although improvement is occurring, most social scientists still are repelled by the sight of a logarithm. Yet the language of mathematics does succeed in describing significant types of on-the-average relations of men with one another. One successful formula is known as the rank-size rule. It was emphasized by the late brilliant George Kingsley Zipf of Harvard University in his 1949 book, *Human Relations and the Principle of Least Effort.*

The rank-size rule applies to cases of free competition, for example to the populations of United States cities as determined in every one of seventeen decennial censuses beginning in 1790. Presumably each city competes with all the others in attracting and holding residents. It is easy to understand how this rule is derived. Begin by arranging all the cities in order of size starting with the largest. For example in 1940 (full figures not yet being available for 1950), New York with 7,450,000 people in the central city (five boroughs) was rank 1, Chicago with 3,400,000 was rank 2, Pittsburgh with 670,000 rank 10, Louisville with 319,000 rank 25, Nashville with 167,000 rank 50, Utica with 100,000 rank 92. The city of rank 199 had 50,000 people, rank 412 had 25,000, rank 1077 had 10,000, rank 2042 had 5,000, while the smallest place classed as a city, rank 3464, had 2,500. The late Alfred J. Lotka, actuarial mathematician, was one of the first investigators to notice that the product of the rank by the population is roughly a constant in this list.

We note successive products: New York, 1 times 7,450,000, Chicago, 2 times 3,400,000 or 6,800,000, Pittsburgh, 10 times 670,000, or 6,700,000; for Louisville the product is 7,975,000, Nashville 8,350,000, Utica 9,200,000; at rank 199 it is 9,950,000, at rank 412 it is 10,300,000, at rank 1077 the product is 10,770,000, at rank 2042 it is 10,210,000, at rank 3464 it is 8,660,000.

Although the range in size and rank is 3,000 to 1 the variation of the product is confined within a ratio of only about 8 to 5. This is what the physicist calls an empirical regularity—one which is observed but for which no theoretical explanation is known as yet. Many social scientists are not yet trained to recognize the significance of the empirical sort of thing; they demand theories too soon. The rule just described cannot be accidental. It must be a consequence of deeper and more abstract principles which come into play in competitive situations. To discover these would be very much in the public interest.

Just this same rule—that the product of rank by size equals approximately a constant—appears again and again in social statistics which describe very different competing agencies. We are now ready to consider a novel and previously unpublished instance which justifies the title of this paper: namely, the gross

business of retail corporations. The National City Bank in the November, 1949, issue of "Monthly Letter on Economic Conditions" (obtained through the courtesy of Vice President George B. Roberts) ranked the 100 retail trade corporations which in the year 1948 had more than $25,000,000 gross sales. Number 1 was A&P with sales of $2,837,000,000 in its more than 3,000 stores. Number 2, Sears, Roebuck and Co., sales of $2,296,000,000. Rank 10, May Department Stores Co., $407,000,000, rank 25, Gamble-Skogmo, Inc., $152,000,000; the corporation of rank 50 sold $69,000,000, rank 100 sold $25,000,000. The product of rank by sales for every one of the one hundred corporations is between $2,500,000,000 and $5,000,000,000, a ratio of 2 to 1 as compared with a range in sales of 113 to 1. A few corporations which should have been included in the list published no figures; inclusion of these would have increased by a little all the rank numbers cited after the first ones, but this if anything would have improved the accuracy of the amazing rule.

Appropriate sales for No. 1

It is important to note that the Great Atlantic and Pacific Tea Company had annual sales of no more than the amount which an examination of the smaller concerns indicates as appropriate for whatever retail trade corporation held number one rank. As is well known, the Government is suing A&P for alleged violations of antitrust statutes. Of ancient standing in jurisprudence is the doctrine of the law of nature, which some jurists have held is always superior to statute law. (For example, in 1776 the Declaration of Independence invoked "the laws of Nature and of Nature's God" in justification of the claims of the patriots.) The term law of nature as used in physics and biology, and now in social science, derives from that same venerable doctrine.

The rank-size rule is not at present derivable from general principles, and requires much more study before it will lead us to its underlying rationale — which then would fairly claim the dignity of being a law of social physics. Since it holds in such a competitive situation as city sizes, the reverse statement is plausible—that wherever it is observed we may conclude the competition is in large measure free and fair. Therefore the burden of proof may be said to rest with unusual weight upon the Government in the A&P suit.

The argument for the defense insofar as it might rest upon natural law could be buttressed much further by other instances of the appearance of the rank-size rule in situations of undeniably free and fair competition. Thus no one would assert that unfair practices occur when words in an author's potential vocabulary compete for his attention as he scribbles along. Several investigators have reported that the rank-size rule is observed to apply here with respect to the frequency of words.

The words of Ulysses

When the words in a long book, such as James Joyce's *Ulysses*, are ranked in order of decreasing frequency of appearance, it is found that the word used by the author the tenth most often, say, appears about five times more often than the word of rank 50, twenty times as often as the one of rank 200, and so on. In *Ulysses* there are 260,430 running words, comprising 29,899 different ones, and the most frequently used 0.03 per cent of the different words account for about 15 per cent of the total running words. Perhaps there ought to be a statute to restrain the monopolistic greediness of those 9 or 10 top words.

Concentration at the top is a corollary of the rank-size rule; thus 27 per cent of all the urban population in 1940 lived in the biggest 0.3 per cent of United States cities (the leading 10). There is talk of New York's being too big. There was the same talk about London in the days of Queen Elizabeth, when English national planners — who were and perhaps still are something less than social engineers—brought about a proclamation which forbade the building of new houses beyond the tiny limits of the ancient Roman walled city. The demographic tide was not restrained by this paper mandate—which in a still cruder period of English history a king named Canute would have been too wise perhaps to have signed. Natural laws must be unconditionally accepted before engineering can even begin to bring about our hearts' desire.

The conclusion is indicated that if the A&P engaged in monopolistic practices in 1948 its gross sales did not particularly benefit. Some other company in its number one place could have expected to achieve the same or even a little larger scale of business by standard activities.

It also may be said that this interesting case seems to be almost as much in the public relations field as in the courts. The company recognized this by printing a vigorous set of advertisements which set forth something of its side. On the other hand the Government in initiating its prosecution may not have been averse to making a little political capital out of soaking the big fellow. A fraction of the cost to the taxpayers of this lawsuit, if devoted to research instead, would much increase our understanding of the factors which determine big and little business.

Public relations counsellors who keep up with the findings of social science have an opportunity of displacing some of the more insulated and archaic lawyers as trustees of the public's confidence. In addition to social physics another barrier-crossing academic enterprise promises to accelerate progress in establishing principles of sociology. This is human ecology, the study of man in relation to his entire environment, a discipline staffed largely by workers trained in biological science.

Business establishments ranked

A second hitherto unpublished example of the rank-size rule applies to business establishments when ranked by the number of paid employees in each. According to Department of Commerce statistics there were 225 firms in 1948 which employed 10,000 people or more, so the 225th in rank by number of employees may be assumed to have had just about 10,000 employees. The product of rank 225 times number of employees 10,000 was 2,250,000. There were 3100 firms which employed 1,000 people or more (product 3,100,000); 6,500 which employed 500 or more people (product 3,250,000); 35,100 which employed 100 or more (product 3,510,000); 74,400 which employed 50 or more (product 3,720,000); 195,800 which employed 20 or more (product

At graduation exercises of his class of 1911 from the Harrisburg, Pa., high school, John Q. Stewart, as one of the student speakers, discoursed to an indifferent audience about "Twentieth Century Science." His main interests then and for years afterward were physics and astronomy. Graduate study in Princeton led to a Ph.D. in physics in 1919, after interruption by service in the 74th Engineers in France. Two years' employment followed with the American Telephone and Telegraph Company's Development and Research Department. Since September, 1921, he has been a member of the faculty of Princeton University in the Department of Astronomy. His interest in social physics was a gradual development from as early as 1923, when he became convinced that, while physical science was advancing without limit, social studies were handicapped by archaic methods.

3,916,000); 505,600 which employed 8 or more (product 4,044,800); and 1,011,600 which employed 4 or more people (product 4,046,400).

One notes here a small but steady tendency of the product to increase toward the bottom of the sequence. In its more general case, as here, the rank-size rule is modified by raising the rank to a certain constant power before multiplying by the size. If we adopt the exponent 0.92 applied to the ranks in the sequence just quoted the product is made stationary.

Again, retail stores, whether independent or part of a chain, may be ranked by gross sales as individual outlets, instead of by single ownership as in the National City Bank figures. Data are from the *1939 Census of Retail Trade*. We find that a constant product is approximated in this series when 0.75 is taken as exponent of the rank. That is to say, the rank of any store to the three-fourths power times the gross annual sales of that store is constant for the series of all separate stores.

Advertising space

The same exponent, 0.75, applies to the number of United States farms ranked by acreage down to farms of about 50 acres in 1945, as was first noticed by Frederick F. Stephan. The largest 2 per cent of all the farms included 40 per cent of the acreage.

The exponent 0.75 also applied, we find, to sales of advertising space by the 20 leading national media in a sample period from January to September 1950, according to statistics published by Publishers' Information Bureau. *Life* ranked number one with $57,400,000; *ABC-Radio* was rank 5 with $26,400,000; *American Weekly* rank 10 with $12,500,000; *CBS-TV* held rank 20 with $6,164,000. It is astonishing to find even rough mathematical regularity in such data.

One final – no, semifinal – instance. The Italian sociologist Pareto a number of years ago found that if all incomes in a country are ranked before taxes the exponent for the rank, required to obtain a constant product when multiplied by the income, is about ¾. The square root of the rank of the individual income times the dollars of said income is roughly constant throughout the whole series. This rule has held in the United States for many decades. Although this rule for incomes has long been known, economists have done little with it. Sir Ernest Benn featured it in his book, *Confessions of a Capitalist*, stressing the interdependence of all earners of income.

Dr. George Kingsley Zipf

More than any other investigator the late George Kingsley Zipf stressed the importance of the rank-size rule in social physics. He discovered many instances of its application, and thought that in his theoretical "principle of least effort" its explanation would be found. Himself intuitive, he distrusted intuition and subjective opinion as guides to social welfare, but recommended that objective descriptions be sought of natural regularities in human relations. Zipf died last September at the age of only 48.

We advance here a suggestion which may be worth following, namely that gradation of income taxes should be adjusted so as to leave a rank-size rule after taxes as well as before. This means the tax would be so determined that after tax the exponent of the ranks in the series of incomes which give a constant product would be reduced to a suitable value less than ½. The reason for the suggestion is that we then would have a "natural" sequence after taxes as well as before. Such a gradation probably would interfere less with the economy and with individual incentives than the present arbitrary brackets.

From knowledge of the expected national income and the required total tax levy, an easy computation would determine what exponent would be needed for the adjustment in a given year—things being arranged so that the smallest income would be tax-free if so desired.

Lotka observed some time ago a striking example of the general rank-size rule in the publication of scientific papers. These, in his sample survey, showed a very high concentration with respect to authorship. The exponent was 2. That is, say, the writer who came second in rank as regards his activity published only about one-fourth as many papers as the number one man; the third in rank published only one-ninth as many as the first, the fourth man one-sixteenth and so on. Computation shows accordingly that if articles were published by fifty workers of the sort Lotka surveyed, the leading four would be expected to contribute eighty-eight per cent of them.

"Average" sometimes misleading

The concept of the "average" producer is very misleading in situations such as this. Anything which interferes with the productivity of exceptional persons or organizations at the top of a sequence may bolster the ego of less successful individuals, but could reduce the total contribution to human welfare of the group. Perhaps average people are in actuality not often motivated by the unreasoning envy which the current trend in political manipulation ascribes to them.

Because of the concentration of production among a relatively few big firms in a given industry, college students are taught that in the United States we do not have a free enterprise system but "monopoly capitalism." This facile conclusion ignores the evidence afforded by the rank-size rule, in its many and diverse applications to series where there certainly exists no monopoly in any unfair sense. It may be that great disparities in the size of companies are not what we ultimately desire in American business. Decrease of the exponent in the rank-size rule corresponds to reduced disparity between top and bottom members of a given sequence. But how should this reduction be brought about in a particular instance? Perhaps no problem in either public relations or business research is more challenging.

Research confined to such special fields as physics and astronomy – in which the writer's original interests and training lay—however fascinating, does not call for full maturity on the part of the investigator. It is too bad that all the older scientists go right ahead complacently amassing results along lines which in essentials they followed as beginners fresh from the graduate schools. Findings in natural science are snowballing without limit, which is desirable; but social science is failing to

(Continued on Page 10)

One word—visualization—is worth a thousand pictures

A picture consultant indicates how visualization can make photography "pay off"

By Richard F. Crandell

Assistant professor

Columbia University School of Journalism

SOME TWENTY YEARS AGO the writer phoned the daily picture desk of the *New York Herald Tribune* from the city desk, to make the mild suggestion that there might be a picture in the new waxpaper milk bottle then scheduled to replace the familiar glass bottle. The idea was that millions of metropolitan householders might like to see such an innovation in some natural setting.

Weaned on that healthy skepticism that is one third of the useful equipment of any desk man, the picture editor scoffed. He smelled press agentry and said so.

"Huh, a plug for Bordens or Sheffield!"

"To hell," said the man on the city desk, "with Bordens or Sheffield! How about the readers? They might like to see what this new container looks like, aside from some fancy drawing in an ad. And anyway, a picture is not going to put Bordens or Sheffield on the map."

"How are you going to do it?" replied the still skeptical picture editor.

Together we evolved two pictures, both on the same attractive suburban doorstep. One showed the familiar glass bottle pattern and the other the wax paper pattern for today. Artfully, but as part of the natural setting for a suburban doorstep still life, we tucked pristine copies of the *Herald Tribune* with each group of milk containers.

The idea made a combination for page three, interested and informed the readers, and tickled the circulation department, natch.

The point is that this picture took a few moments of plain visualization, the translation of a group of factors into a credible and informative photograph that would meet the approval of editors. If you stop to contemplate you will realize that with the exception of sports action and violence (war, suicide, fires, riots and the like), most of the "news" pictures are just that. And that covers even the midget on Morgan's lap. So we can at once discard that insufferable cliché that "one picture is worth" etc.

In any event, about a year later the writer found himself yanked off the city desk to the daily picture desk. A skinny green kid who didn't know a negative from a positive. Through wars, depressions, strikes, equipment shortages, management fidgets called "new formulas" and "integration," I held down the job on every front, from daily and sports assignments to feature pages, gravure and magazine layouts, even to the extent of writing stories in order to get pictures in the paper. Most of the time, until October 1, 1950, it was fun and I emerged with a sound heart and no ulcers.

Then I became a picture consultant. I guess the PR people had as much to do with my eventual decision as anybody. Let me give you a case in point.

An experienced newspaper and public relations man called me while I was writing roto captions for a deadline. He was in a jam. Matter of life and death. Seems he had fifteen high-ranking aviation trainees from South America and he'd taken them everywhere—Statue of Liberty, City Hall with the Mayor, Radio City, Empire State – all the familiar dodges. No one had used a picture.

"Did you see them?"

"Yop. Wastebasket."

"Why?" (And he was not the why type—the PR man who calls the next day and wants to know why his picture of the board chairman was not used, even though there was a plane crash at the Empire State Building.)

My answer was sharp.

"They were a nondescript bunch of palookas gathered around for no reason, in some familiar background, looking like a bunch of sheep. No point. And it would take a five column shallow cut to use it, along with a long, involved caption."

"Will you give me a gimmick? I'm desperate."

"OK. I'm busy. Got a pencil? Take this. Get an 18-rung stepladder—"

The night the library danced—group in the lobby of the New York Public Library during 50th anniversary celebration.

He cut in at this point.

"Hey, fellah! I'm serious. And you're going to tell me to jump off the ladder—"

"No. I'm busy. Get the stepladder. Then a black tennis court or roof. Have an expert draw a map of South America on it in chalk. Allow for foreshortening and get a real expert, no cheap cluck. Draw in the countries on a big scale. Set your Latins in their countries. Then have them salute or leer or wave or what have you. The photographer will be on the stepladder for a pattern picture. Use a good photographer. Get it? OK. So long."

I was away then for a few days. On my return this breathless PR man called me.

"Say! Did you see the shot? Three columns on page three of the *Times*, two columns, page three of the *Trib*. I've been flooded with requests for prints from every newspaper and magazine in Latin America. So far we've made 240 papers on a special check."

A moment of contemplation for all factors had been translated into a human, credible and informative picture. No special gift. Visualization of a simple pattern.

At this point I want to quote from some strictures I wrote for *Better Times*, the welfare news weekly, in New York.

"Press agents usually give little or no thought to pictures. There is no attempt to single out the key news in a story and translate it into visual terms. Too often does it dawn upon the PR man at the last minute that he ought to have photographers at the annual meeting of the South Queens Society for Providing Free Dentures to Retired Cops.

"In a tizzy he visualizes. Let's see, we'll have to have old Mrs. Oscar Frump, who kicked in with twenty grand last year for the Life Denture Wing. And Jabez Terwilliger, chairman of the board. And we'll have to have some attractive young woman. Some professional maybe. Oh, Lucy Monroe. I know old Joe Palhoosis who handles that account.

"Before you know it there is a nice little group of eight and somebody is passing a check for Jee Whizz five hundred bucks (a check in a picture looks just like any other check if it's for a trillion!). A fine group of VIP's, ranged left to right, with a dandy long caption is rushed to a waiting press. Save it for the annual report. You've got to run it there because Mrs. Frump wondered why the pix didn't get in the paper. And it's your job, Bub."

Florence Nightingale is still better copy than the wife of your vice president, who is very prominent socially in Ring Worm, L. I.

As an off-hand suggestion most anything, most anything, would be better than this plug for the South Queens group. A replica of the original George Washington wooden dentures, tastefully arranged on velvet, with a lecture by a real dental authority, would intrigue more picture editors. And the caption could be read at a glance—"Washington's." It might even make the *Mirror* editorial, with picture and comment.

Naturally you have to keep in mind the purposes and dignity of the organization you represent. A milk bath for Anna Held was hot stuff in its day, but you do not have to have Lady Godiva on a white horse to signal the opening of a health fund drive, as was done several years ago.

Yet if you are dealing with humans, it is surprising how human they can be. It was no surprise to me that the chairman of the board of one of the most conservative companies in the country was pictured wearing an apron and drying dishes at the annual meeting. It made picture news and tickled the stockholders. The chairman is a two-fisted guy who likes to put his feet on a chair, grab a cigar and drink and hear the latest adventure of Roderick, the brown-nosed reindeer.

One of the several charming young women who handle public relations for the New York Public Library called me last year to inform me that the fiftieth anniversary of the Tilden merger was to be signalized.

"Don't tell me," I said. "You are going to have an anniversary tea for the trustees!"

"How did you know?" she said, seriously.

Richard F. Crandell, picture consultant, is an assistant professor at Columbia University Graduate School of Journalism, and has been a reporter and editor for twenty-five years. He is a former president of the New York chapter of Sigma Delta Chi and is a member of the Silurians and the Headliners Club.

"And you're going to have a hanging of anniversary prints, open to the public!"

When she realized I was pulling her leg, by phone, she came back at me.

"Just what would you do?"

"Hold a dance in the lobby!" I'm afraid I barked at her.

She laughed heartily, one of those "Aren't you the one" laughs. She didn't know that I'd been behind the scenes in the library, had eaten in the cafeteria and had heard the gripes and hopes of these humans. The library, as is many another building with an imposing façade, is full of humans.

Presently I had her thinking soberly of the dance and suggested how it could be done. Dubiously, very dubiously, thinking of trustees, tradition and protocol, she said thanks and hung up.

Some weeks later a dance was held in the lobby after closing time, right there at Forty-second Street and Fifth Avenue. Photographers and reporters swarmed. Librarians dropped their index numbers for swing numbers. The *Times*, *News* and *Herald Tribune* carried human layouts on their break pages. The library had good public relations, inside and out. No one dropped dead.

Yet public relations for many public institutions, including hospitals, is full of what Dr. Iago Galdston of the Academy of Medicine calls "strudel." You know what he means. "Next Tuesday the millionth patient will be admitted to the Greeley Home For Gout," or "Pretty Nurse Betty Whimsy discovers that humming on a comb covered with tissue paper will drown the noise of trucks." This "strudel" receives far more space than is justified and is promulgated for an old-fashioned reason—to get an institutional name in the paper. Is anybody blushing?

Remember that what would be of interest to you, without retainer, probably would interest picture editors and readers.

If I were to set down a few suggestions even for experienced PR practitioners they would include:

1. Use imagination and time in planning pictures.
2. Mentally walk all around the possibilities.
3. Simplify the units involved.
4. Inform both picture editor and city editor of your plans, briefly, and then relax.
5. Do not follow up with a lot of irritating "ifs, will you's, are you's and why not's."

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HOW WE DID IT

Pillsbury Mills conducts a "stockholder meeting by mail"

By V. R. West

Public Relations Department
Pillsbury Mills, Inc.

Meeting adjourned—but stockholders continue to talk shop over coffee.

FOOD AND FEED PRICES affect every home and farm so intimately that our crowd at Pillsbury has come to believe that one of our most important jobs is to tell people what they want to know about our business.

"Will there be enough to go around?"

"How's business?"

Besides that, it's our considered conviction that business is *not* dull and that business reporting doesn't need to be dull.

Of course, the answer to the question "How's business?" is more important to employes and stockholders than to others. At the same time, it is important to a host of people who sell their products to Pillsbury, who transport them, who retail them, and who use them.

As the old saying is, "money talks," and dividends tell the 7,000 Pillsbury stockholders part of the story. The annual report plays its role, with financial statistics and summaries of the year's operations.

We try to be realistic, not faddy, about the economics of our business. At the same time, we have been intrigued for the last couple of years by the opportunity of reporting the state of the Pillsbury business when its owners hold their annual meeting. Some annual meetings of stockholders got a pretty bad reputation, over the years, for being held in inaccessible places, prosaic and cut and dried.

To counteract this as far as Pillsbury is concerned, in 1949 our management opened our stockholder meeting to the public by inviting WCCO-CBS newsmen to record and broadcast what happened. They made an interesting, informative half hour program out of it, which was also rebroadcast by many plant-city raido stations as a special event. In addition, phonograph records of this first "stockholder meeting of the air" were supplied on request to over 300 schools and colleges.

Even this did not reach all our 7,000 stockholders, however. They are scattered all over the globe. Those who could get to the meeting, at Minneapolis headquarters, asked quite a few questions and these, with answers by men and women active in management, were a feature of the broadcast.

To do a better job of answering any specific questions stockholders might have, it was decided to conduct a "stockholder meeting by mail," and publish the questions and answers as given in the meeting.

The annual report, issued in July 1950, included a carefully developed explanation of the plan and urged stockholders to send in their individual queries. They did—they just about covered the waterfront, in great variety. Our staff went to work on them. Naturally, the same question—or very similiar questions—came in from more than one stockholder. After these were lumped together, the eighty-odd different questions were distributed to various company officers, to be incorporated in their reports or for special attention.

Meantime, our public relations staff had been debating how to make the most effective and readable report to stockholders—and also to employes, and to others who might be interested. The questions themselves gave us a clue: brief and to the point; current, about today—how is business *this* year?

In short, a *Quick* and *People Today* size, picture news magazine format was chosen, to be titled *Pillsbury Today.*

Against the agenda prepared for the meeting with the proper officers, a rough layout of the booklet was prepared. Photographers were briefed with instructions for complete candid documentary coverage. Recording of the entire meeting on Soundscriber equipment was decided upon and arranged for, in preference to stenographic reporting, for both speed and accuracy in writing copy after the meeting.

At the meeting itself, one member of the PR department directed the photography, others covered the various executive's reports and answers to questions by assignment. The candid pictures and the candor of both stockholders and officers gave the editors, who went into session almost immediately after the meeting, unexpected opportunities to make the meeting come alive in print.

By midnight, pictures had been chosen, dummied, cropped and marked for the engraver. Copy was written directly from the recording, to fit a 40 page plus cover booklet. As nearly as possible, direct quotation was used—tightened up by editing out the less essential. Narrative or descriptive copy was prepared to establish the color, atmosphere and character of the meeting. Headings and picture captions were drawn, whenever possible, directly from what was said.

On the average, questions were only three or four lines of type long, and the answers, while complete, were covered in about ten lines. Approximately 50 "meeting by mail" questions were answered in the brief reports by officers. Over 30 more questions were read in their entirety and answered directly in the meeting—and in *Pillsbury Today.* But because many of the questions were duplicated by a number of stockholders, many more than 80 stockholders found their questions answered.

(Continued on Page 18)

Tested community relations

Ansul Chemical Company lists 15 tried projects found useful for good community relations

By Hugh C. Higley

Director, Customer Relations Department
Ansul Chemical Company

RECENTLY, OUR COMPANY decided to sponsor a radio program over WMAM in Marinette, Wisconsin. The program would announce the daily schedule of meetings and other events held by local organizations. Before disclosing our plans to the public, we made sure that our employes knew about the program first. So, into their pay envelopes, we put a note explaining why Ansul Chemical Company was sponsoring the program.

"We feel we are not *spending* money on this program," the note said. "Instead, we feel we are *investing* in our two communities (Marinette and Menominee, Mich., across the river). If we can help local organizations do their job of improving our cities, we are making a better place to live and work for all of us."

This pretty much reflects Ansul's attitude toward the community. It also explains why even though our company is highly respected in the community, we are constantly trying to preserve that respect.

Editor's note — Ansul Chemical Company, producers of refrigerant and industrial chemicals and pioneer in the development of dry chemical fire extinguishers, is a typical small company. It has 390 employes and is the largest locally-owned industry in Marinette, Wis. (pop. 14,000). As such, Ansul is aware of its importance to the town. In recent years, it has developed a community relations program unusual for such a small company. In the accompanying article, Hugh C. Higley, in charge of customer relations, lists specific steps the company has taken to improve its community relations.

Ansul is a strictly local enterprise from many points of view. Not a single share of stock is owned outside the town, or outside the company, for that matter. Our employes enjoy a profit-sharing plan and other benefits, and our labor-management relations have always been harmonious.

We believe that our best goodwill is spread around the community by our satisfied employes. Perhaps it is possible for a company to deceive a community as to its character, but no company can deceive its employes. If they are satisfied, they will let their friends and neighbors know.

In addition to employe good-will, we use other methods to try to improve our community relations. Here are some of the specific projects that we have found useful:

1. *Rescue Squad.* About a year and a half ago, Safety Director J. J. Banach went to company management with a plan to form a volunteer emergency rescue squad of eight employes, who would be trained for first aid work in case a disaster struck the company property.

Trained on company time and equipped at company expense, the squad soon made its first aid services available at no charge to the two local communities as well. Within a year, answering calls at day or night, the squad, now numbering 18, saved 10 persons from death by electrocution, drowning, fire, and other accidents.

In all, it answered nearly 30 calls. It won commendations from the police and fire departments of Marinette and neighboring Menominee, Mich., and from doctors in both towns. It has made calls throughout the surrounding counties, and is regarded as an important defense arm in case war disaster strikes the area.

2. *Radio Program.* Ansul sponsors a local radio program known as "Your Social Reporter," which is broadcast from 12:30 to 12:35 P.M. every day, following the news, over WMAM, Marinette. An average of 15 announcements covering meetings, parties, bazaars, rummage sales, sports events, etc., has been made every day since the program was inaugurated Dec. 4, 1950. The community response has been exceptional, and letters of appreciation have come in from the Parent-Teachers Association; Lions; Rotary; Kiwanis; Catholic, Protestant and Jewish church leaders; the Elks; Eagles; American Legion, etc.

We have had a special telephone line installed for receiving program announcements, which are made free of charge. Except for a brief identification of the company at the opening and close of the program, there is no commercial.

Promotional pieces included mailings to more than 200 civic organizations explaining the free service, ads in the local newspapers announcing the first program, and continuous follow-ups to all organizations urging them to participate by sending in announcements.

3. *Plant Tours.* At frequent intervals, Ansul conducts plant tours for residents of the community.

Once a year, the company conducts a tour for families of Ansul employes. Arrangements are made to provide a play yard for young children, manned by competent personnel, so that parents can enjoy the tour without worry.

The engineering department also stages a spectacular demonstration of Ansul fire extinguishing equipment in action, and refreshments are served to help make the day a festive one.

Hugh C. Higley

4. *Fire Department Cooperation.* For two years Ansul has provided the fire departments of Marinette and Menominee with Ansul Dry Chemical Fire Extinguishers and an unlimited supply of Ansul Dry Chemical. In addition, it has offered the facilities of its fire test field for special training and it has staged a demonstration for the Michigan State Fire Chiefs' Association Convention—sponsored by the Menominee Fire Department last summer. It has spent several thousand dollars on this program.

5. *Fuse Plug Mailing.* Each month 600 copies of its internal publication, the *Ansul Fuse Plug*, goes out to Marinette and Menominee community leaders. These leaders include teachers, clergy, businessmen, merchants, industrialists, public office holders, etc. A recent mailing list checkup showed that roughly 96 per cent of the non-Ansul community readers liked the magazine and want to continue receiving it.

6. *Go to Church Newspaper Campaign.* Each week, Ansul, along with thirty or so other businesses and industries, sponsors a full page ad in the *Marinette Eagle Star* on the need for spiritual values and church attendance. This program is, of course, non-denominational.

7. *Company Donations.* As a rule, Ansul spearheads all fund raising drives in Marinette and often Menominee. Its donations come to between 2 and 3 thousand dollars annually and this is entirely apart from individual contributions of time and money.

8. *Recreational Teams.* Ansul participates in nearly every organized athletic activity in Marinette. This includes basketball, bowling, golf, tennis, softball, horseshoes, sailing, ice boating, etc. Ansul athletic teams, along with those representing other industries and businesses, provide wholesome and free entertainment for Marinette and Menominee townspeople.

9. *Movie Equipment Project.* Ansul's movie picture equipment is available to all twin city organizations, at no charge. In many cases the company even provides a projectionist at no cost. The Marinette Public Library uses its movie equipment each Saturday morning to show children's films. Throughout the year, Ansul accommodates about 150 requests for its movie gear and operator.

10. *Mailing Services.* The Customer Relations Department handles the mailing problem of several twin city service and religious organizations. This is also free of charge, though somewhat on the QT, since the burden could become tremendous. But at least one church and four service clubs regularly use Ansul's modern mailing equipment.

11. *Press Relations.* Ansul's policy is to let the local news media—the *Marinette Eagle Star*, the *Menominee Herald Leader* and Radio Station WMAM—get first crack at all company news events. It attempts to alternate releasing its news stories, first benefiting the newspapers and then benefiting the radio station. Newspaper and radio station representatives are invited to all company functions as company guests. Ansul does not seek publicity locally; instead, it strives for accuracy and impartiality. Whenever it has an accident, it calls the newspapers and radio; it tries to volunteer information, good or bad. It does not try to influence news.

12. *Mailings.* The company puts out mailing pieces to the community whenever warranted. Recently, for instance, the late Charles B. Driscoll, author of the syndicated newspaper column, "New York Day by Day," visited Marinette to do a series of columns about dry chemical fire extinguishment. Driscoll liked the area so well he remained to write a number of additional columns about life in Marinette and Menominee. Even though Ansul was not mentioned in any of the columns, the company distributed thousands of reprints of the columns all over the state and town as a community service.

13. *Employe Relations Practices.* Ansul is very touchy about firing people. Not only because of the direct economic consequences to the employe, but because of the consequences in the community. Ansul believes that once an employe is permanently hired, it has an obligation to him and to society to keep him on the payroll. Even during a normal seasonal layoff, it finds maintenance work to avoid, if at all possible, dropping employes. Besides this, good working conditions, good recognition to employes, good pay, good benefit policies, all add up to satisfied employes and the spreading of good will in the communities by its workers.

14. *Cooperation With High Schools.* This includes visits by high school business administrations and allied courses. Ansul's modern Tabulation Department has a special appeal for high school students. The Marinette high school year book this year is linking industry and education. Ansul has been selected by the editors—independent of any action by Ansul—as the representative industry. Ansul works with the editors on photos, copy, layout. Also, Ansul regularly takes institutional ads in all high school publications. The company has learned that treating students with dignity in business relationships pays off.

15. *Charitable Appeals Over Your Social Reporter.* Lately Ansul has been using its daily radio program for charity appeals as well as social announcements. It has helped out on drives for Christmas Seals, March of Dimes, toys for the hospital, Christmas Cards for the Shriners' Crippled Children Hospitals, Polio Fund, Red Cross, etc.

The above list does not include individual contributions of Ansul employes. However, much of the leadership in Marinette and Menominee is provided by Ansul men and women. This is made possible not only by the energy of its employes but even more because of a company program that encourages participation in service and charitable organizations. As long as the employes use a moderate amount of judgment, Ansul approves of their taking an active role in community projects even if it spills over into company time. • •

Mathematics of business

(Continued from Page 5)

adapt them to the best human advantage, which is tragic. It is time that research became mature, with people of high training attacking problems of increased difficulty. In particular, doctrinaire departmentalism has blinded the universities to the spectacular possibilities of adapting the successful methods of physics in the lagging social field.

We have at Princeton a young social physics project, with the cooperation of the Department of Astronomy, which supplies office facilities, and with current aid from a small but heartening grant by the Rockefeller Foundation. Messrs. Dayton Voorhees, Paul A. Furrer, Roy F. Lawrence, and Miss Martha Roberts each have made some contribution to this paper. The scope of our work in general is much wider than is indicated by the examples selected. In some of its beginnings social physics is not new but goes back through three centuries. • •

Urban-rural relations . . . a report

Farm-City Relations Committee of California reports on pilot urban-rural study in the San Joaquin Valley

By Rex F. Harlow

Consultant to the Committee

A MEETING IS IN SESSION. A butcher is talking earnestly about his costs, the difficulty of doing business, satisfying his customers. As he talks he points to a chart on which is sketched the outline of half a beef, showing various cuts he sells. In his earnestness to make his listeners understand at least a little of the heavy problems he faces, he forgets his self-consciousness. *If only people would understand . . .*

Finally he sits down. A farmer-stockman takes his place. He too is earnest, worried, deeply concerned. The facts and problems he presents are different in form but the same in substance as those of the butcher. The difficulty of running a farm these days is tremendous and profits are small, despite the prevalent opinion that every farmer is getting rich. *Why can't people get the facts before they criticize . . .*

The scene shifts. There is another meeting, twenty or thirty miles away. This time it's a city housewife who is talking. The draft has torn her son from the home where he is badly needed. She looks with hard eyes at the farmers in the audience. Their sons have been given deferments; they haven't been called to the colors. Oh, the injustice of it all! *Why can't the government be fair in such vital matters . . .*

She is followed by a farmer, who makes plain that farm boys are not being deferred; they too are being drafted. He turns his rebellious gaze upon the city people in the group. Why should boys be taken from the task of producing food and made into soldiers while boys working in defense and essential plants are deferred? *It's not fair, that's all . . .*

Still another meeting is in progress, in a different section of the county. Here, also, people are talking. First one then another brings up a problem, presents a grievance, talks of things that lie close to his heart. These are disturbing, unsettling, destructive things which breed misunderstandings, disrupt sound relations between individuals, among groups and institutions.

Additional meetings, possibly a dozen or more, are being held throughout the county. Scenes similar to the ones above are being enacted in all of them. Under whose auspices are they being conducted? Is any good purpose being served by having people thus get things off their chests? Are the gatherings anything more than exhaust valves for the communities in which they are being held? What good do they do, anyhow?

Answers to these questions tell the story of the farm-city relations program —a pilot study of ways and means of improving urban-rural relations stimulated by Ed Lipscomb's book, *Grassroots Public Relations for Agriculture*— that has been conducted during the past nine months in the San Joaquin Valley of California. It has been sponsored by the Public Relations Society of America, the Central Valley Empire Association of California, and the Farm-City Relations Committee, a non-profit body of 47 agricultural and business leaders in California. Out of the study has come a workable formula for building sound farm-city relations.

Last spring when the Farm-City Relations Committee began its program in the San Joaquin Valley, farmers and city people were not working together too effectively. In fact many were definitely opposed on a number of points. How could they be brought together so that they would be partners instead of antagonists? That was the central question which the Committee asked itself.

The Committee thinks it has found at least a partial answer. It is to set up community groups of urban and rural people who meet regularly as public forums (something like the old Town Hall). Here grievances, problems, ideas, suggestions, arguments and facts affecting members of the forum and their communities are presented, analyzed, and evaluated.

Through these groups is developed understanding of the factors that are holding farmers and city people apart— antagonisms, criminations, distrust and suspicions—a thousand and one things. These disruptive factors are supplanted by a new respect for, and a confidence in, the purposes, capacities, and willingness of farm and city people to serve one another. This develops in these people more fundamental thinking and a return to grassroots attitudes and reactions.

During the nine months the farm-city relations program has been carried on, confidence has grown in the usefulness of the community-committee method. While not enough time has elapsed for the program's full effects to ripen, enough evidence has been developed to demonstrate its effectiveness.

Members of the Committee give much credit for the success of the program to two important factors. One is that in all activities and discussions of community committees, politics is excluded. Political issues may be considered, but not parties and personalities. The second factor is that committees refrain from becoming action groups. Their function is to provide the means for the whole community to find expression, to seek and learn the truth. Other established agencies are called on to take appropriate action on the truth brought to light.

Local farm-city relations committees have been organized throughout Fresno

The project referred to in the accompanying article was undertaken May 25, 1950 by the Education and Research Committee of the Public Relations Society of America as a test project to improve urban-rural relations in the San Joaquin Valley of California. The program is headed by John E. Pickett, PRSA member who is a past member of the Society's Board of Directors, and is Editor of "The California Farmer." The project is professionally directed by Dr. Rex F. Harlow, PRSA Board Member who was chosen at the time he was serving as Chairman of the Society's Education and Research Committee last year.

Jointly sponsoring the work is the Central Valley Empire Association (of California). Serving in an advisory capacity and providing the funds for the work is the Farm-City Relations Committee, a non-profit, statewide group of 46 California agricultural and business leaders.

—Editors

County, and a number in Kern County. Some of these committees have been more active and effective than others. But in all of them farm and city representatives have eagerly sought facts as they apply to their relations with one another and their communities.

The meetings have brought to the surface, where they could be seen clearly, analyzed, and discussed, a number of problems which heretofore have been held in the background, some kept secret and allowed to fester and grow into sores. The mere fact that these problems have not previously been brought out into broad daylight was all the more reason why they were dangerous and costly. Stubborn opposition, unwillingness to give the other fellow the benefit of the doubt, the belief that "everyone but me is making too much money" were but a few of the by-products. These were the viruses producing the canker sores of poor farm-city relations.

What a difference there is in the communities now, after formation of the farm-city relations committees! Businessmen in the towns and farmers in the country see that their problems are fundamentally the same—heavy costs, high prices for what they buy and sell, labor problems, competition, etc. They find that neither is getting rich, although each is surprised to learn this about the other. Both see the necessity of building better understanding between themselves in order to win the public's goodwill, which both have all but lost.

They see they are partners, that they have many problems in common. The lawyer, the doctor, the manufacturer, the processer, the school teacher, all learn anew that they are dependent upon farmers, and farmers learn that they are dependent upon all the others. Their common problems can be solved by all working together in harmony.

These problems, barriers to good understanding and cooperation, are brought up and discussed in the committee meetings. They include conservation and distribution of water, procurement of workers, providing adequate educational facilities, mechanization of farms and industrial plants, government controls and farm subsidies, dust prevention, improvement of roads, shipping costs, cooperatives, and numerous others.

An encouraging and convincing thing about the community committee meetings is the change that takes place in the people who participate in them. They become seekers of truth, willing to accept facts for what they are. Men and women, who heretofore have stubbornly refused to think good of others in their community, willingly adopt the philosophy of public service. They become eager to draw more people into their farm-city relations programs. They point happily to the over-all nature of their committees—public forums through which their whole communities and environs can express the composite will of the people, can give voice to their needs and win consideration of significant facts as they are uncovered.

Criticism of individual unfair

An additional value growing out of the forums is the recognition among their members that seldom should an individual be singled out for criticism. Most attacks upon people and institutions are unfair and unjust. Prices are too high, the expense of living is beyond reason, the cost of government is staggering, glaring examples of poor producing, processing and marketing of commodities and products are on every hand. But the main cause of all these undesirable things is the high standard of living demanded by each of us. We in America want the best of everything —our food done up in cellophane, refrigerated, brought to our doors, and made the most appealing that high-priced processes can make possible. Nothing less than such excellence satisfies us.

To live in this manner costs money. We who dance must pay the fiddler. Yet, with stubborn blindness, we refuse to see and accept this fact. We insist on blaming everyone but ourselves for our troubles. In meetings of farm-city relations committees, where neighbor sits across the table from neighbor, where things are considered on a grassroots level, the truth comes out. There is no evading it. And this clarifies the atmosphere, sets thinking on a sound course, paves the way for intelligent and unselfish action.

Need for understanding great

No one will say that the formula discovered and recommended by the Farm-City Relations Committee is perfect or that it will work miracles overnight. But members of the committee are convinced that it can and will work for the United States if it is put in effect throughout the land and honestly and conscientiously used long enough to give it a true test. They are also convinced that never before in our history has the need been so great for understanding and cooperation among all segments of our people.

To adopt and put the formula in operation is no easy task. An enumeration of a few of the steps required in doing this points up the amount of work involved. These steps include:

a. A preliminary selling campaign in a county – speeches before one or two important organizations, such as the chamber of commerce, a civic club, a parent-teachers association, or such; interviews with the newspaper and radio people, talks with leaders in the larger cities and towns; an effort to cause as many people as possible in the county to know about farm-city relations, believe in the value of the program, and desire to have it undertaken in their county; personal selling of a high order, and use of many professional public relations tools and techniques.

b. Building a county farm-city relations committee, which means selection of the right man as chairman and of half a dozen or more eager and willing workers for the cause who will serve as his "cabinet"; this followed by selection of the right blend of farm and city leaders throughout the county to serve as the committee; all to be properly publicized.

c. Determining the first community in the county where a local committee is to be set up; visiting this community to meet local leaders, studying it and the surrounding area, selecting the right people to undertake organization of the committee, holding an original meeting at which the idea and plan of the program are presented, discussed, and considered by the local people.

d. Returning to the local community for a second meeting, after the ideas and information presented in the first meeting have been digested by the local people who attended it; continuing the previous discussion, with those who were interested in the first meeting; setting a date for a third meeting at which the committee is to be actually organized.

e. Attending the third meeting at which all the final objections and questions are met and satisfactorily answered; assisting in getting the organization under way, and providing aid in discussing a preliminary community problem or two that will help the local committee get off to the right start; utilizing the local means of publicity to arouse in the community a willingness of its citizens to cooperate in the new venture.

(*Continued on page 18*)

Students make presses roll!

Boston University students publish special winter carnival edition of New Hampshire semi-weekly

By Evan Hill

Instructor in journalism
Boston University
School of Public Relations and Communications

WHEN NINE STUDENTS and their instructors from Boston University School of Public Relations and Communications invaded a small New Hampshire town in January to publish a special winter carnival edition of the local semi-weekly, their primary purpose was to gain practical experience in journalism.

Two months before the students arrived the publisher of the Newport (N. H.) *Argus-Champion*, approved the week-long educational project. Although both the back shop and the front office of the semi-weekly had trepidations about the project, they agreed to take a chance. The chance paid off.

For two months plans were made for transporting, housing and boarding the students, introducing them to the town officials, and informing Newport of the event. Actual planning for the eight-page tabloid special was brief and sketchy at this stage. Both the publisher and the university instructor knew that the big problem was not the special edition, but the students.

Before leaving the university, the students were briefed on the background, activities, geography, industry, and composition of the town's population. In Newport the publisher and his staff made arrangements for faster-than-normal engraving for the edition, and planned for emergencies.

Boston University's press bureau exploited the publicity value of the trip, covering local radio, magazines, Sunday supplements, and the participants' home-town newspapers. The instructor appeared on a television show in Boston and explained the project.

The students supplied their own transportation from Boston to Newport, taking typewriters and more than $2,000 worth of camera equipment.

The advance task group consisted of four students, including the chief of the three-man photography staff, and two general assignment students who stripped the paper's darkroom of its normal equipment except the enlarger and substituted Boston University equipment. Three press cameras, a strobe light, flash guns, extensions and flood lamps were quickly made ready for use.

Meantime, the *Argus-Champion* publisher had rented office space next-door, and a simulated city room was installed with a special telephone and equipment. This gave the student staff space to work without interfering with regular publication schedules.

Objective of the project was to publish an eight-page, tabloid size supplement covering the activities of the town's annual winter carnival; and festival officials welcomed the student reporters as an added attraction. After being briefed on the proposal, officials pulled the publishing project into the carnival program.

For three days before the winter carnival opened, the students met town officials, businessmen, and covered the regular news beats of the newspaper—the fire and police stations, town hall, town manager's office, manufacturing concerns, etc. They studied the town, and the town learned about them and about Boston University.

A large portion of the regular Friday issue of the *Argus-Champion* was student-written with by-line credit. Local citizens read editorials, columns, features and regular stories by the visiting journalists; and the regular staff of the *Argus-Champion* was happy to send the students out on stories that had not previously been covered because of lack of time and leg men.

The carnival was thoroughly covered by the students with pad and camera. Minutes after the 1951 festival queen was named, she was being photographed and interviewed by a student team.

During the carnival, a city room emergency staff was maintained and student photographers and reporters covered three fires, a theft, and an auto accident.

Copy for the carnival edition was developed as rapidly as the show's events allowed. One late shift pounded typewriters till 3:30 A.M. Pictures were scaled to size by the students and sent to engravers. Copy was fitted, proofs read, and makeup kept ahead of composition.

Sunday night deadline saw copy in hand for the night linotype operators; and students set headlines by hand from the old California job cases and a Ludlow machine.

Tuesday morning, when the regular issue of the *Argus-Champion* went to press, students stuffed the carnival tabloid inside its pages, wrapped, addressed and delivered them to the post office. The project completed, the students were entertained at a sendoff party—and then returned to classes at Boston.

The university has been asked to repeat the project in Newport each year during the carnival. Other New England publishers, hearing of the experiment, have shown interest in similar cooperative ventures. The project has been summed up as a practical educational approach for teaching journalism. • •

Research—backbone of sound public relations

In dealing with human behavior, research may be used profitably as a guide by PR management

By Frank Lang

Manager, Research Department
Association of Casualty and Surety Companies

PUBLIC RELATIONS LITERATURE for years has been full of exhortation along these lines: "We need to de-emphasize publicity." "We need more and better professional writing, not just sales articles." "We need better technical knowledge." Such good advice has filled the trade press for years, yet it is amazing how little has been done until recently.

Public relations obviously is looking for a broader and more adequate scientific background. Too many businessmen think the public relations practitioner is a sort of "witch doctor" who can perform miracles by the use of secret drugs or incantations, whereas a problem in public relations management presents fully as complicated—often even more complicated—a problem than management's problems in engineering, production, or distribution. In order to do justice to public relations problems, they must be tackled just as thoroughly and methodically. Where does research fit into this picture?

Research can be described as an organized method of finding out what to do when you are having trouble doing what you ought to do. Research is as creative as it is practical.

Research, to be used in public relations management, is not merely a matter of solving a specific problem. It starts with creative thinking, leads to the recognition and statement of new problems, the determination of sound over-all objectives, the development of formulae and plans of action, and, finally, follow-through. A research job is not ended when a report is completed but rather when its findings have been applied and the problem solved.

All research activities, connected with the entire field of the social sciences and dealing with the relationship of human behavior and environmental factors, can be used as guides by public relations management. All efforts now conducted under such a variety of names as management, business, economics, marketing, or social research, are included here. Important for this discussion is the realization that all these fields are concerned with human behavior and all use the same basic approach—the scientific method.

It would be an endless task to describe and discuss the possible applications of the various types of research to public relations management, and, even then, the job would be inadequate. Therefore, I will try to develop a pattern of thinking about public relations problems, in a research frame of mind, as I am convinced that it is more important to discuss *how to think* about a class of problems than to tell how one problem in a particular class was solved.

Research Among Internal Publics

Every business, obviously, is dependent upon the cooperation and support it receives from those people who are directly connected with it. This discussion concentrates on employees.

Basically, all employee research works toward cooperation between labor and management along the following lines: informational cooperation where labor and management jointly gather facts; advisory cooperation wherein either side may consult the other; constructive cooperation whereby positive suggestions for improvements may be made by both groups; and joint determination of important mutual problems, such as in matters of collective bargaining. Research in human relations can determine the basis for any of these methods, whether existing at the present or to be developed.

Various companies have done research in human relations on different fronts. Certain companies have experimented on the forms of "psychological research," especially in the personnel field. Others have studied group incentives for supervisors, staged management training programs for foremen, developed conference programs and skits, improved communications and morale.

Employee tests have resulted in better selection, job training, reorganizations of departments, new allocations of functions, and improved industrial relations generally.

Attitude surveys, now practiced widely, have been used to reveal the major job factors in order of importance among employees. These preliminary tests serve as a useful screen for applicants.

Accident prevention has been one of the most outstanding instances of successful research in human relations. In these emergency days, when business is out to increase production in order to supply both war and civilian demands, a clear understanding of how accidents can be prevented is essential.

The research to which I refer is not only one of technological improvements, development of safety devices, or other material changes in the work environment, but of the intangibles which provide tangible results. In accident preven-

Dr. Frank Lang established and now manages the first organized research program in the casualty and surety business — the Research Department of the Association of Casualty and Surety Companies. This department originates and develops studies to keep member companies informed on problems and trends affecting their operations, in conformance with the broad public relations function of the organization. Columbia University awarded him a doctoral degree for a dissertation in the field of public relations, which will be published in book form soon.

tion studies, industrial medicine and psychiatry have shown that man is not an automaton, that both his productivity and his safety record are definitely related to temperament, to production schedules, and to types of supervision. Social research, not industrial research, has given us the answer.

Unsigned questionnaires have been used to great advantage in a study of employee morale. Besides providing an outlet for employee grievances, this procedure enables management to determine where trouble spots are and how corrective measures can be instituted. Such studies have been responsible for increased understanding of the company's business, better employee participation in company affairs, and more pride in their work.

Good employee relations has important by-products. As Cyrus Ching has pointed out: "If your employees believe in you . . . your reputation begins to rise and rise in the minds of the public, not because of a conscious effort on your part to bring it about, but through the influence of your employees."

Research Among Trade Publics

Competition has become so intricate that the merits of a product are in many instances of almost secondary importance. The enterprising businessman must acquaint himself with those extra services which will distinguish him and his products from his competitors.

What factors underlie customer attitude? Quality, service, the company's business ethics, employe relations, and many others. Research can disclose not only the customers' or salesmen's opinions but establish the basis for a sound working policy with them. Such a research program must be of a continuous nature, based on a constant re-examination of the needs and desires of the consuming public.

An outstanding application of research among present or prospective customers was done recently by one of this country's major public utilities. In its studies, the company had been trying to find out what people were thinking by going directly to them. During the more than 20 years of the company's efforts to obtain customer opinion, the views of over a million people were obtained on many different subjects. These studies of customer attitudes were based on a scientific sampling procedure, on a semi-annual basis; their results are shown regularly to top management on an index basis.

The questions asked fall into four major categories: (1) attitude toward the service provided by the company (including annoying occasions, quality of service, specific difficulties, etc.); (2) attitude toward cost of service; (3) attitude toward the specific company (including questions on its reputation in the community, how well it is run, reasonableness of profits, and treatment of employees); (4) recall of company advertising, both in the press and radio. The company has found that the public is willing to answer questions, and the fact that they are being asked for their opinion often improves popular feeling toward the company as a whole.

Research has given management information on other factors which influence customers' purchases. For example, one company studied the effects of store lighting. It was found that over-lighting decreased sales, and that the color and quality of light have a significant effect on purchases made. The company decided that all its stores must measure light and use it effectively. They also investigated other factors which had a psychological effect on the customer, i.e., size and color of price tags, and the number of units shown in a display. The findings of these studies were used to good advantage with the result that this company had a 30% increase in business.

Another example of customer research can be taken from the experience of a life insurance company which has used customer research with great effectiveness. This company has been auditing a different service each month. One month, for example, letters and questionnaires were sent to more than 200 policyholders (the customers of an insurance company), who had requested a change of beneficiary in the preceding 30 days. Thus, while all details of the transaction were fresh in the policyholders' minds, they were invited to criticize and make suggestions for improvement.

This continuous service has produced two over-all results: (1) a speedup in policyholder services, and (2) evidence that certain services have done well. The service revealed delays in certain departments which could be remedied, and was responsible for improvements in many of the printed forms. Where respondees had complained of the lack of politeness in company dealings, the matter was investigated and improvements instituted.

Research Among External Publics

The steps an organization may use to achieve a harmonious relationship with its external publics cannot be determined without a thorough study of the individuals who comprise a community, their background, their economic status, and their needs.

The reasons why a community is upset are often difficult to determine. There might exist apparently insurmountable difficulties in correcting or changing company policies; yet to what avail will any public relations effort be unless this is done? There have been many cases whereby the behavior of a single company executive, the attitude of its local truck drivers, the appearance and condition of its building, or other matters of apparently minor nature have been the principal factors contributing toward ill-will.

Determined by specialized methods

Many of these cannot be determined by an opinion poll or by run-of-the-mill surveys, but require specialized methods, such as "depth interviews." Perhaps the local problem is one of technological developments. Possibly a change in the supply of natural resources caused industrial unrest. Maybe there are special groups among the public which for some reason feel discriminated against. These and many other questions need to be answered by thorough, unbiased, painstaking research. The same program will not work in all types of communities. What may be very successful in an agricultural town may not work in a trade community or one that is predominantly industrial.

Many companies successfully use a continuing analysis of editorials and other services to keep informed on how their industry or company is thought of. They measure the effectiveness of specific campaigns in newspapers, magazines, and radio and, where it is advisable, apply corrective measures. An oil company recently found through research that in certain towns of Cuba its radio commercials were resented and the sizeable investment in local industry or the employment of local help was not much appreciated. The company was enabled by this knowledge to change its commercials and adjust satisfactorily to this condition.

A continuous program of advertising research should be a basic part of a public relations campaign dealing with any group of external publics. Advertising research is the area of human relations research to which business has given the greatest attention and money, next to industrial relations research. These efforts have been stimulated by the reali-

zation that proper research could cut advertising expense materially, relative to results.

All research methods used by advertising men apply with equal validity to public relations, not only the well-known readership surveys intended to evaluate the effects of advertising, but also more basic research dealing with such matters as the original analysis of the problem.

What does the advertiser or public relations man really want to achieve? What prejudices does he want to overcome? He should not only exhaust all the internal data, but go out into the market for factual information on trends. A good illustration is the research done by a trade association which gathered, over a period of several years, examples of most of the large institutional industry advertising done in a 30-year period. It interviewed many of the policymakers who planned those campaigns and analyzed hundreds of ads which were hunted down and photostated by the research department. The current major public relations campaign of the association was based on improvements derived directly from this research.

To plan an advertising campaign without basic knowledge about the people to be affected is like flying blind. The research attitude constantly asks questions such as, "Who is interested in our product?" "Who buys it?" "Who uses it?" "What do they use it for?" "How much?" "When?" "What do they know about our message or product?" "About the companies we represent?" "Where do they buy?" "How did they start using it?"

The possibilities which the research approach offers an advertising campaign are tremendous: the determination of the problem to be treated, decision on the groups to be reached, selection of the media, selection of the copy theme, pre-testing the copy and, finally, scheduling the advertisement. Advertisers in the last decade have learned a great deal about the attitudes of people, and have refined their methods so that they now can measure, to a degree, even latent attributes. The public relations man should borrow advertiser research techniques which give an insight into the reason why certain attitudes develop, change, or fail to develop.

What Research Cannot Do

What research cannot do is just as important for the public relations executive to know as what it can do.

In the measurement of human personality, we can never isolate all the influencing factors; there are always some aspects which have not been measured or ascertained. To know exactly what these are is imperative for every researcher in human behavior.

For example, a poll may indicate only what an individual wants to tell the inquirer, or only what he thinks the inquirer wants to hear. Unconscious censorship often prevents the interviewee from saying what he really thinks or will do. Sometimes the answer is an attempt to build up the respondent's ego, or it may reflect environmental emotional conditions. Perhaps the attitude or personality of the investigator affects the validity of the poll. These are just a few of the limitations of one type of research in social science—opinion polling. At least partial answers to many of these problems have been found, but new limitations appear at the same rate that the old ones are solved.

Many research workers themselves are partly at fault if their work has not been sufficiently appreciated, especially those who give the impression that research's sure-fire cure is the survey. They would have us believe that sending out a few questionnaires and tabulating the answers in some fancy fashion, showing a percentage breakdown on the various classifications, accompanied, perhaps, by a series of charts, was their all-out contribution to public relations.

One fundamental belief

For research and public relations to work hand in hand it is necessary that they must share one fundamental belief: that human behavior is not based on fanciful whims and that social phenomena are not all accidental but can be observed, measured and even predicted. Anybody not prepared to take this view is forced to rely on providence approachable only through prayers.

If, on the other hand, we believe, as we must on the basis of both theory and available evidence, that social behavior can be understood within a scientific framework, then we can establish for public relations a foundation as firm and solid as for any of the social sciences. And, the executive who understands and knows how to utilize the sources of social research in his public relations activities will be years ahead of his competitor who relies on hunches and intuition. It is, therefore, the research-minded executive of today who understands the strength and limitations of this vast resource who will become the true public relations executive of tomorrow. • •

Visualization—

(Continued from Page 7)

6. Back your judgment by using a professional photographer.
7. Carefully weigh your pictures as to delivery. Last night's banquet is no good for tomorrow's paper.
8. Paste captions on the bottoms of prints in news agency style.
9. Put release time in large and prominent type.
10. Remember the more your material "gets in the paper" the less valuable the paper, unless your material has reader appeal and news value.

In picture editing classes at Columbia University's Graduate School of Journalism I sometimes ask a volunteer in the class to write down the name of fifteen common objects, fast. Then he reads them off to me at a cadence of five second intervals. The classes are slightly startled when I demonstrate that I can call back the objects either in sequence, backwards or at random. It's a trick you can learn, too, with a little practice. It is readily explained.

Visualization.

That word is worth 1,000 pictures.

A few photograph don'ts

Don't expect to reduce the cost for a photographer by promising him a credit line. Most editors will not use credit lines on "handout" pictures.

Don't copyright photographs for normal editorial usage unless they are super-extraordinary. You want distribution. Any restrictions start your offerings toward capacious wastebaskets.

Don't waste time getting personal releases for news pictures unless there is a chance they may be used later for advertising, straight trade promotion or exploitation, such as hanging in innocent lobby displays or store windows. Then by all means do. People own their faces and can sue you under many legal circumstances. It is libelous to hold a person up to scorn and ridicule in editorial pictures, so get specific releases and print approval if you are indulging in photo whimsy. (Girl eats mouse.)

Don't send out deadpan pictures of your product alone. A fire extinguisher looks better if held by some comely miss.

Don't eliminate intermediate tones in your prints in order to obey the cliché about "contrasty, black - and - white prints." Gradation of tones gives better reproduction. • •

Women's town meeting of Detroit

"Few American women understand why, in a planned economy, everything can be planned except economy. . . . In an attempt to help meet this need the Detroit Trust Company presented 26 radio forum discussions dedicated to free enterprise."

By Noble D. Travis

Vice president in charge of public relations and advertising
Detroit Trust Company

AMERICAN WOMEN are hungry for honest, factual information about what makes our economic system work. Most of them have spent too many years trying to stretch a paycheck really to believe in something for nothing. But only a few understand why, in a planned economy, everything can be planned except economy. And businessmen have done little to help them understand the economic muddle in which the American dollar is slowly being strangled.

In an attempt to help meet this need, the Detroit Trust Company presented during 1950 twenty-six radio forum discussions dedicated to free enterprise, known as Women's Town Meeting of Detroit.

Club women were invited to be in the studio audience, and more than 13,000 of them poured into the WWJ Auditorium in spite of rain, snow, sleet and hail, to hear speakers from eleven states discuss the economics of capitalism. A radio audience estimated by the station in the hundreds of thousands sent in letters and requests for copies of the talks.

Speakers on the half hour programs represented industry, housing, medicine, farming, utilities, banking education, and the clergy. The programs highlighted freedom and the profit motive, including such topics as "Dollars Make Poor Eating," "Who Pays for Price Control?", "Payrolls and Price Tags." They brought home the fact that it is not a sin to make a profit.

Each show opened with a brief welcome to the women in the studio audience, and with a statement to the effect that the purpose of the series was to present basic economic facts to the women of metropolitan Detroit, in the belief that if the American people have the facts, they have nothing to fear from within or from without our country.

The announcer, the producer, and the moderator were then introduced, and the moderator took over and ran the show. He gave a brief biography of the speaker, and commented that the speaker had consented to talk for a few minutes before going on the air, in a sort of get-acquainted period. This gave the speaker an opportunity to get warmed up, and also provoked questions from the studio audience, which were submitted on question cards.

Time schedule for the half-hour broadcast was as follows: five minutes to get on and off the air, ten minutes for the speaker, five minutes for the two women panel members (presidents of women's clubs in the audience), and ten minutes for questions from the studio audience. Question cards from the studio audience were screened during the early part of the program, to keep out any crank questions and to give first place to those most closely related to the subject of the day. Recordings were made of the entire program, and these were broadcast the following Sunday afternoon.

Fifty presidents of women's clubs in the Detroit area participated as panel members during the series of broadcasts, and more than two hundred clubs requested invitations to attend.

At the outset we asked several key women in the community to serve on a steering committee. These included the presidents of the Federation of Women's Clubs, the Women's City Club, the Inter-Club Council of Business and Professional Women, the American Association of University Women, and Zonta Club, as well as a woman member of the Detroit Board of Education and a woman professor of Business Administration at Wayne University. This committee was very helpful in getting us off on the right foot.

The series of programs was announced by two different advertisements in the three daily papers and the larger club magazines, followed by a personal letter from the President of the Detroit Trust Company to more than six hundred women club leaders. The letters and ads explained how clubs should go about registering to participate in the series, and in addition stated that we were offering scholarship awards of one hundred dollars each to the clubs having the highest percentages of their memberships present on the day designated for their club to attend a broadcast. Besides those clubs competing for the awards, a number of clubs representing a total membership of more than seven thousand women, requested invitations, indicating a clear interest in the subject quite apart from the awards.

The clubs were divided into seven categories according to size, so that large ones would not compete against small. Clubs were not eligible to participate until they had submitted a registration blank along with their membership roster. Upon approval of a specific date by the president, the club was provided with a sufficient number of

Noble D. Travis, Vice President in Charge of Public Relations and Advertising of the Detroit Trust Company, has served in that capacity since 1948, having joined the bank staff in 1929. Mr. Travis is Past President and a Director of the International Institute of Detroit; Past President of the Family Service Society of Detroit; Chairman of the Committee on Economic Education of the Detroit Board of Commerce; Secretary of the Detroit Community Trust. He is a director of PRSA's Detroit Chapter in which he has been active for many years.

mimeographed letters of invitation and stamped envelopes to cover their membership. Included with these invitations were prepaid postal cards addressed to Station WWJ, to be sent by each club member to the radio station to request a ticket to the broadcast program. Tickets were sent by the station as requested.

The invitation letter for each meeting gave a short biography of the speaker, and a few highlights of his subject. It also announced the names of the two panel members and the clubs they represented, gave special instructions as to the date, place and time of the broadcast recording program, and mentioned that the club had qualified for a hundred dollar award. The letters were written in the name of the club president, and mailings by the clubs were verified by telephone to be sure the invitations were sent out on time. All the clubs had to do was address the invitations. In other words, we tried to make it as easy as possible to do business with Women's Town Meeting of Detroit. Between 800 and 1000 women were invited to each broadcast recording program in order to fill the 350 seats in the WWJ Auditorium.

No commercials!

We felt it important to make clear that the trust company had no selfish axe to grind in connection with these programs. No effort was made at any of the meetings or programs to sell trust service. The name of the trust company appeared on the program only as sponsor; probably one reason why women in all walks of life volunteered their enthusiastic support. President of a Business and Professional Women's Club wrote: "These programs have given many a woman the urge to do something to help maintain our American freedom." Miss Louise Grace, a member of the Detroit Board of Education, wrote that "nothing has happened in Detroit for a long time which I feel was more worthwhile."

Almost a thousand inches of editorial space was given to the program during the year, including thirty-three pictures, and women's editors of the three Detroit papers served as judges in the scholarship award program.

Clubs used the scholarship awards for a wide variety of worthy projects. One club used its award to support a needy blind person who was training to use a leader dog. Awards were used for scholarships to students at the University of Michigan, Wayne University, Randolph-Macon College, a music student, settlement schools in Tennessee, and several other projects. Miss Ingeborg Haeberle, brought from Stuttgart, Germany, under the auspices of one of the winning clubs, was present at the presentation of awards to the clubs.

Panel participants on the air.

A good many people have asked us why we sponsored Women's Town Meeting of Detroit. The answer is simple. From the very nature of the trust business, a reasonable return on investments is paramount. Our responsibility as a trustee is to make investments for beneficiaries.

Not only are there thousands of individuals dependent for a living on income from invested capital, but there are hundreds of charitable organizations as well. This includes hospitals, nurses homes, homes for old people, schools, churches, youth organizations, etc. We feel that we have a greater obligation to the institutions and the people for whom we work than merely cashing dividend checks and clipping coupons. In addition to this "enlightened self-interest" in helping to save America from socialism, there is no doubt that this program also brought the name of the Detroit Trust Company in a very favorable way before one of the groups we are most anxious to reach, but this was a secondary value, not the principal reason for the company's sponsorship of the program.

The problems of American business are our problems, and telling the story of business effectively to the public is part of our responsibility. We believe that programs like Women's Town Meeting of Detroit is one way to do it. • •

How We Did It

(Continued from Page 8)

We also took a double-spread to ask, "Any More Questions?" The idea and the layout grew out of pictures of people at the meeting. Many of them were profile pictures, and spread out helter-skelter overlapping on a table they revealed an interesting set of listening ears. We made them into two panels, and headed this page, "We're Still Listening."

"How Would You Like to Write This Page?" we asked. "After all, you are an owner of the business . . . of Pillsbury Mills . . . all of us want to help you know it better . . . so you'll know how hard your 6,000 Pillsbury people work . . . rack their brains . . . to make it stronger and stronger . . . in your interest." Then we started them out with:

"I'd still like to know . . ." And left space for them to write in, our address for mailing, and a place to sign if they wished.

After distribution, we had to go back on the presses for a second edition. More people than we thought were interested in what happened at our stockholder meeting.

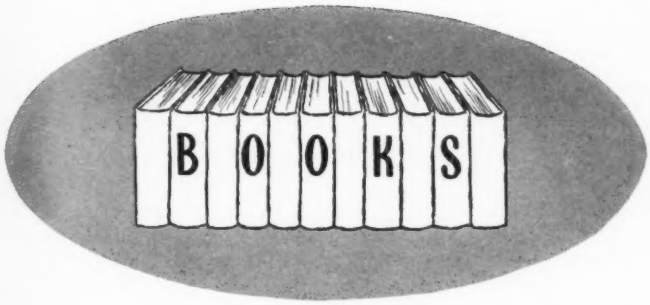
"Curiosity killed the cat," they say. But it's more likely that curiosity–satisfied by information and action at the right time–will not lose money for a stockholder, nor a company either. • •

Urban-rural relations

(Continued from Page 12)

f. Keeping the local committee members interested in the work, actively engaged in securing facts and wrestling with local problems and otherwise making their Town Hall operation really function.

The above formula and steps for implementing it contain nothing new. They have been tested many times since the founding of our nation. But their recommendation by the Farm-City Relations Committee at this time serves to remind us that as a people we have forgotten the simplicity, honesty, and effectiveness of person-to-person contact at the grassroots level. This is the real significance of the formula. Members of the Committee hope that this significance will sink deeply into the consciousness of us all; that the formula will be widely accepted and used by communities throughout our land. • •



THE NINETEEN FIFTIES COME FIRST

Reviewed by Marvin Murphy, Vice President, N. W. Ayer & Son, Inc.

THE NINETEEN FIFTIES COME FIRST, by Edwin G. Nourse, Henry Holt and Company. 184 pp. $2.

Since he resigned a year or so ago as chairman of the Council of Economic Advisers to the President, Dr. Nourse has been lecturing around the country. This book is made up of the substances of those addresses.

The Nineteen Fifties Come First is not an airing of the author's disagreement with Mr. Truman over the function of the Council. In fact the author does not mention it. Rather the book presents an unbiased, concise and easy-to-read account of how we as a nation got to where we are economically. The basic issue of our times is how to provide, for citizens as a whole, as good and constantly improving a standard of living as possible. Yet organizations of farmers have brought about political agrarianism, unions are engaged in political laborism, and the drift of business philosophy shows a threat of economic defeatism tinged with political cynicism. Farmers, workers and management have ignored the proposition that you can't earn more by producing less.

Dr. Nourse is filled with amazement at the nonchalance with which many businessmen, some economists and the rank and file of citizens seem to accept an annual government budget as large as the *total national debt* of only ten years ago, the mere thought of which panicked them at that time. He admits we *may* (the italics are his) conceivably get by without a grand smash but says he is too much of a social scientist to be dogmatic about it. "We are dealing with a matter of human behavior," he says, "not a merely mechanical process, and it is impossible to say that 150-odd million people absolutely will act in one particular way and not in any other way."

It is not yet too late, he says, for the development of sound public and private policy to halt the inflationary tide, but those policies have not yet been clearly enunciated. Dr. Nourse himself does not enunciate them definitely. He reveals the basic difficulty—group and personal selfishness; he points out, on the basis of experience, the ineffectiveness of governmental controls; he observes the dangers of bureaucracy to our way of life. But his prescription, in so far as this reviewer understands it, is that, if every one were to submerge his group and personal interests and work as conscientiously in the interest of his country and the free world as he does in his personal or family affairs, we would really be shouldering the burden that has been forced upon us.

THE LAW OF LABOR RELATIONS

Reviewed by C. F. Mugridge, Dodge & Mugridge.

THE LAW OF LABOR RELATIONS, by Benjamin Werne. The Macmillan Company, New York. 471 pp.—$5.75.

HERE is a book dealing with labor law in as simple a manner as possible. Despite its relative simplicity, it cannot be read; it has to be studied. To the layman unfamiliar with union-management disputes and controversies, this book would undoubtedly provoke confusion. Certainly it would not provide insight into the philosophy, psychology or economics of labor. For it contains none of these aspects.

But to students of the American labor movement and to those in public relations who find it increasingly necessary to qualify themselves regarding the problems of labor, the book offers a valuable aid to enhance their knowledge of the many facets of our labor laws. To those employed in the field of labor relations, whether in management or in unions, this treatise will be invaluable as a reference source.

The work is copiously annotated and important precedent-making decisions are discussed. In addition, many decisions from the courts are quoted to amplify or clarify important items.

Though it discusses only legal matters, it is so well arranged that reference to any subject is easily made. And each subject is succinctly treated and void of superfluous legal verbiage usually found in this type of publication.

The chapters "Rights of Management" and "Duties of Management," which include Duties of Unions and Rights of Unions, are particularly well done. They offer valuable legal information on those matters which have so often been the cause for disputes and strikes. Contained in the chapters "Unfair Labor Practices by Employers" and "Unfair Labor Practices by Unions" are descriptions of these practices couched in short and understandable sentences effectively arranged in outline form. These chapters could be read and appreciated by the layman to gain a pretty clear idea of the perplexities confronting both management and unions in their contractual relations.

The book represents untold research and effort. The author, a lawyer himself, deserves praise for alleviating to a large degree the mystery and confusion which some lawyers are prone to inject into the labor picture. The work deserves a place in the library of any person sincerely interested in labor relations.

THE BUILD-UP BOYS

Reviewed by Robert L. Bliss, Associate Editor, Public Relations Journal

THE BUILD-UP BOYS, by Jeremy Kirk, Charles Scribner's Sons, 242 pp. $3.00

A racy novel, which attempts, in the manner of the brash exposé approach of *The Hucksters*, to look over the transom of a randy, lustful business which the reader is told is "public relations." In this case the operational potpourri that results combines Morgan-midget lobbying with personality exploitation—all stemming from a completely unprincipled advertising agency operation—to further confuse the reader.

Sex is the chief ingredient in any communications pattern, according to the Tremaine Advertising Agency's public relations policy. A lame non sequitur ending sums the whole thing up as a pretty shoddy waste of time.

"Jeremy Kirk" is the author's nom de plume. He seems to want you to guess who he is. We don't know why.

NEWS IN VIEW

Members of the committee which developed the February 27 Audio Visual Aid Clinic sponsored by PRSA's Chicago Chapter and attended by 283 participants, include: left to right, Charles B. Cory, McCann-Erickson, Oscar M. Beveridge, Booz, Allen and Hamilton, chairman Nathan E. Jacobs, Bozell and Jacobs, Robert P. Carey, Bozell and Jacobs, and O. H. Coelln, *Business Screen Magazine*. Not shown are Robert B. Johnson, Merchandise Mart, R. P. Hogan, Kraft Foods and Samuel F. Austin, Chicago Mercantile Exchange. All are PRSA members except Coelln and Hogan. (Story on page 21.)

President Truman has named Robert Ramspeck chairman of the 3-man Civil Service Commission. PRSA member Ramspeck, active in the development of the Society's Washington Chapter, was for sixteen years a member of Congress before resigning in 1946 to become Executive Vice President of the Air Transport Association of America.

Twenty-two New England members of PRSA gathered in Boston March 6 to form a New England chapter of the Society. Seated from left to right: Howard LeSourd, Dean, Boston University School of Public Relations and Communication; Paul A. Newsome, Newsome & Company, Boston; Miss Lois MacFarland, Public Relations Director, Colby Junior College, New London, N. H.; Charles E. Downing, Public Relations Manager, Eastern Gas & Fuel Associates; Mrs. Eleanor R. Collier, Publicity Director, Boston University; Lansing T. Carpenter, Public Relations Director, Russell Manufacturing Company, Middletown, Conn.; Clark Belden, Managing Director, New England Gas Association; Stanley F. Withe, Public Education Department Manager, Aetna Life Affiliated Companies, Hartford, Conn.; Thomas Holton Hoare, Boston; Donald B. McCammond, (chairman, pro tem) assistant to the Director, Public Relations, Monsanto Chemical Company, Everett, Mass.; Virgil L. Rankin, Director, Boston University School of Public Relations and Communication; and Norman S. B. Gras, School of Business Administration, Harvard College.

Standing, left to right: Horace W. Hewlett, Public Relations Director, Amherst College; Richard P. Waters, Jr., Public Relations Manager, John Hancock Mutual Life Insurance Company; Howard S. Curtis, (secretary, pro tem) News Bureau Director, Brown University; Melvin R. Freeman, Public Relations Manager, National Fire Protection Association; William A. Scherff, Advertising Manager, Plymouth Cordage Company, Plymouth, Mass.; Wesley F. Pratzner, Boston University; Ten Eyck Lansing, Providence, R. I.; Harry A. Oltsch, Public Relations Director, Springfield Street Railway Company, Springfield, Mass.; John M. Hurley, Hartford, Conn.; Eugene H. Kone, Associate Director, Yale University News Bureau.

PRSA Board meets at Houston April 22-24

Houston, Los Angeles, and San Francisco Chapters to sponsor PR Conferences following Board sessions

The regular Spring Meeting of the PRSA Board of Directors will be held April 22-24 at The Shamrock, Houston. The Houston Chapter will serve as host to Board members and their families, and as is customary, all members of the Society are invited to attend the sessions. Personal reservations should be made direct to The Shamrock.

First day events scheduled for Sunday, April 22 include the monthly meeting of the national Executive Committee (2:00 P.M.) and meetings of several of the national standing committees of the Society. Conger Reynolds has called a session of the Annual Meeting Committee for 10:00 A.M., and Burns W. Lee has set a meeting of the Committee on Standards of Professional Practice at 2:30 P.M.

The Board of Directors will convene Monday morning, April 23 at 9:30 A.M. carrying its agenda through an afternoon and evening session. It will reconvene in a brief session at 9 A.M. Tuesday, adjourning to participate in the Houston Chapter's one-day public relations conference, which will follow.

Houston Chapter Conference

Houston's first full-fledged public relations conference is expected to attract more than 200 business and professional leaders from the Southwest.

Aimed at business leaders who want to know more about the functions and uses of public relations, the conference will present a variety of prominent practitioners in speeches and panel discussions at the all-day program.

A social program now being arranged will include a cocktail party at one of the Houston country clubs and various entertainments at The Shamrock Hotel and elsewhere in the city.

The April 24 program opens with registration at 9:30 A.M. at The Shamrock, followed by an address of welcome by James A. Clark, president of the Houston chapter. Speakers and topics for morning sessions include Rex F. Harlow: "What Is This Thing Called Public Relations?"; G. Edward Pendray: "Getting Down to Fundamentals In Public Relations"; Abbott Washburn: "Public Relations For Business, Big and Little"; and W. Howard Chase, "Public Relations And Government."

Houston chapter members who are to preside at morning sessions are G. A. Mabry, Harry C. Webb, Gaylord Johnson, Brown Booth, conference chairman; and Clark. George Kirksey, program chairman, will preside at the April 24 luncheon, at which Keen Johnson will be principal speaker.

Afternoon session speakers and their topics include Ed Lipscomb: "Cotton Tale"; J. Handly Wright: "Problems in Chemistry"; Maxwell E. Benson: "Boots and Shoes"; and Milton Fairman: "Public Relations in the Modern Corporation."

Thereafter, James P. Selvage will lead a panel discussion in which the audience

(Continued on Page 30)

PRSA MEETING SITE

The Shamrock, where the Houston meeting of PRSA's Board of Directors will take place April 22-24. The Houston Chapter will hold a one-day regional public relations conference for public relations and management representatives on April 24.

New England Chapter of PRSA being formed

6-state group submits petition for charter

March 6, at a meeting in Boston, 19 PRSA members signed a petition which will request PRSA's Board of Directors to authorize a New England Chapter of the Society embracing the 6-state northeast region. The petition will receive attention at the Spring Board of Directors Meeting at Houston April 22-24. (Picture on page 20.)

Donald B. McCammond, Assistant to the Director of Public Relations, Monsanto Chemical Company, Boston, was elected temporary chairman of the newly formed organization, and Howard S. Curtis, public relations director for Brown University, Providence was named temporary secretary. Approximately half of the initial petitioning group is headquartered in Boston, the balance in the surrounding area.

The next meeting of the group, which plans 8 sessions a year at the outset, will be held April 12, when a By-Laws and Nominating Committee will submit reports.

PRSA CALENDAR

April 22-24, 1951—PRSA Spring Board Meeting, The Shamrock, Houston, Texas.

April 24, 1951—Houston Chapter PR Conference, The Shamrock.

April 26, 1951—Los Angeles Chapter PR Conference, University of Southern California (Hancock Auditorium).

April 27, 1951—San Francisco Chapter PR Conference, Fairmont Hotel (Gold and Terrace Rooms).

May 8, 1951—Tulane University Public Relations Conference, New Orleans, Louisiana.

Chapter news notes

COLUMBUS CHAPTER

Richard W. Darrow, director of public relations for the Glenn L. Martin Company, Baltimore, addressed fellow PRSA members at the February meeting of the Columbus Chapter. He described the information program and dedication ceremonies of the new Baltimore-Annapolis-Washington, D. C., Friendship International Airport.

At its March 15 meeting the group heard chapter member George J. Kienzle, director of public relations for the Borden Company, Mid-West Division, describe "How to Sell Your Company to Your Community." He used the case history of the model community relations program conducted at what is reported to be the world's largest cheese plant at Van Wert, Ohio.

Mr. Kienzle served as head of employee communications activities and director of press relations for the Borden Company at its New York City headquarters before his present Columbus appointment with the organization. He is the author of *Climbing the Executive Ladder,* a book on human relations published last year by McGraw-Hill, which has gained a wide acceptance in the business field.

DETROIT CHAPTER

A panel of employee publication editors discussed current problems in their field as guests of the Detroit Chapter at its February 20 luncheon meeting, held jointly with the Industrial Editors Association of Detroit.

Panel members were: Peter Helmers, chairman, president of the Industrial Editors Association of Detroit and editor of the Detroit Edison Company's *Synchroscope;* Robert Coffey, Supervisor of Employee Information, Ford Motor Company; Stewart Wolfe, editor of *Reporting,* official publication of the International Council of Industrial Editors, and editor of Hudson Motor Car Company publications; and E. Dawson Fisher, editor of the J. L. Hudson Company's *The Hudsonian.*

Discussing the broad subject of "new problems in employee communication," the panel agreed that one of the biggest tasks facing editors today is to help management in its relation with large numbers of new employees in defense industry. They predicted the appearance of many new employee publications as the need is felt to quicken methods of assimilating new workers.

This would involve helping management tune up plant efficiency—reducing waste, avoiding accidents, promoting the acceptance of labor-saving machinery and setting goals of higher production.

The panel members believed that companies are learning how to make better use of employee publications as two-way channels of communication between management and employees, including their families. This situation has created a real demand for more qualified editors, they said, who can handle the dovetailed job of telling management's story and selling the American way of life.

(Continued on Page 28)

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PEOPLE

(•) indicates PRSA members

Donald C. Bolles • has been elected executive director of the central department of public relations of the newly-formed National Council of the Churches of Christ in the United States of America. The Council is a merger of 12 Protestant interdenominational agencies for unified action. Public relations director of the Federal Council of Churches for the past two years, Bolles, a former newspaperman, will also edit the new group's publication, *The National Council Outlook*.

Cleve Bullette • former *Tulsa Tribune* staffman and now in charge of press relations for the Service Pipe Line Co. of Tulsa, has been "borrowed" by the Office of Price Stabilization for a month to organize its eastern Oklahoma district information office.

Verne Burnett • has been made a director of the American Arbitration Association. About half the disputes handled by the 25-year-old organization through its 12,000 panel members involve labor disputes; but commercial disputes involving international trade also receive treatment.

Ludwig Caminita, Jr. • Washington public relations counsel and member of the board of directors of PRSA's Washington Chapter is teaching a course in "Development of Promotional Campaigns" at American University in Washington. This is his second year of teaching the course for the Department of Communications.

James A. Clark • president of PRSA's Houston Chapter, has resigned his position as director of public relations for the Glenn H. McCarthy Interests of Houston to devote the next year to writing the history of the famous Spindletop oil field. Random House has contracted for the book. Clark has directed all phases of public relations for Glenn McCarthy since 1939, including publicizing The Shamrock hotel.

Bradford Ansley • Emory University's (Georgia) director of public relations is on military leave, serving as Public Information Officer, Military Sea Transportation Service, Atlantic (U. S. Navy), 58th Street and First Avenue, Brooklyn, New York.

Abbott Washburn • public services manager of General Mills and a member of PRSA's Board of Directors has taken a year's leave of absence (February 15) to serve as executive vice chairman of the *Crusade for Freedom*, with headquarters in the Empire State Building, New York City. General Lucius D. Clay is national chairman of the organization which Washburn served as a staff member last year during a program which enrolled 15½ million Americans who contributed $1½ million to the work of Radio Free Europe, and erected the World Freedom Bell in Berlin.

Cyril W. Plattes • formerly assistant manager, Department of Public Services, General Mills, Minneapolis, has been appointed manager of the department succeeding Abbott Washburn.

William D. Welsh • former supervisor of community relations, Crown Zellerbach Corp., San Francisco, has been appointed director of public relations.

Buell A. Patterson • has been appointed director of publicity of Pan American-Grace Airways, Inc., New York. Prior to his new position he was director of the public relations department of *U. S. News & World Report*.

William R. Laughlin • is chairman of the board of directors of Laughlin-Wilson-Baxter & Persons, Houston advertising agency. The firm name was changed from Wilhelm-Laughlin-Wilson as of March 1, with no change of personnel or operations.

NEW PRSA MEMBERS ELECTED DURING 1951

CHICAGO CHAPTER	2
COLUMBUS	1
DALLAS (NORTH TEXAS)	4
DETROIT	1
HAWAII	2
HOUSTON	4
LOS ANGELES	2
MINNESOTA	2
NEW YORK	22
SAN FRANCISCO	1
ST. LOUIS	1
WASHINGTON	1
MEMBERS AT LARGE	14
TOTAL	57

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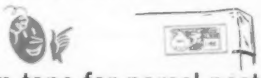

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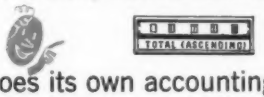

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POSTINGS

The By-Laws of the Society require that applications for membership be posted at least 30 days before they are submitted to the Board of Directors or to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17, N. Y.

Active Membership

William S. Adamson, Partner, Adamson & Buchman, Advertising and Public Relations, 812 Walker Bank Bldg., Salt Lake City, Utah. Sponsors: Nelson W. Aldrich and Will W. Bowman.

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rdon Roth, Director of Public Relations, ers Union Grain Terminal Ass'n., 1667 th Snelling Ave., St. Paul, Minn. Spon- Don Short and Erle B. Savage, Jr.

(M) **Harriet W. Sabine,** Director of Con- er Information, Can Manufacturers Insti e, Marketing Bureau, 60 East 42nd Str et, New York City. Sponsors: Thomas D. Yutzy and Sally Woodward.

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William E. Woodruff, Secretary, Public Relations Committee, The Associated General Contractors of America, 1227 Munsey Building, Washington, D. C. Sponsors: Allen Wagner and Richard B. Hall.

Associate Membership

Matthew A. Bassity, Public Relations Manager, The Grand Union Co., 50 Church Street, New York City. Sponsors: Milton Fairman and Richard A. Aszling.

(Continued on Page 30)

PEARE DIES

Robert S. Peare, fifty, vice president in charge of public relations of the General Electric Company, died March 17 at Ellis Hospital, Schenectady. He had suffered a heart attack a week earlier.

Mr. Peare directed the general public relations program of his company including advertising, broadcasting and the operation of WGY, WGFM and WRGB-TV in Schenectady, and several short wave stations.

In 1946 he received the individual award of the National Association of Public Relations Counsel (one of the two parent organizations of PRSA) for "the greatest contribution in the past year toward improvement of the techniques and application of public relations from the professional and ethical standpoint."

Born in Bellmore, Indiana, Mr. Peare was graduated from the University of Michigan with a BA degree in 1922. He took GE's business training course at Schenectady thereafter, and moved up through the accounting, advertising and printing departments, becoming manager of the publicity department in 1940. He had been with the company a total of 29 years. He was a member of PRSA's 1949 Board of Directors, and was a member of the 1951 Awards Committee.

He is survived by his wife, Mrs. Katherine Johns Peare, and two daughters.

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Films tell profit story well, audio-visual group hears

Chicago Chapter conference draws 283 participants

Motion picture films are proving a most effective medium to corporations and non-profit organizations in backing up the free enterprise story, Frank Arlinghaus, president of Modern Talking Picture Service, told 283 registrants to the audio-visual aid clinic sponsored by the Chicago chapter of the Public Relations Society of America on February 27.

"In numerous cases, millions of Americans have witnessed and retained the message of the practicality and superiority of the profit system over other systems within a few months of the time industrial films have been released to school, church, men's and women's groups," the speaker said.

"And the message is arriving none too soon, for recent opinion surveys show that high school and college students are from 50 to 100 per cent more in favor of government control of enterprise than are adults."

Registrants at the clinic, drawn from seven midwestern states, heard representatives of 12 companies and associations describe the techniques and equipment used successfully in their public and industrial relations programs.

George Reitinger and A. F. Steffen of Swift and Company demonstrated the value of the flannel board and the animated cartoon film in getting across subjects concerned with employee relations and economic education. Audience reaction testing on the field use of black-and-white films in public education was explained by W. A. Lehnert of Illinois Bell Telephone. An illustrated talk on visual aids in employee recreation and group training was delivered by W. H. Harvey of the Electromotive Division of General Motors. Glen F. Griffin of the National Safety Council showed motion and sound slidefilms on employee safety.

In the educational field, Sam L. Austin of the Chicago Mercantile Exchange used a transparent projector to demonstrate how a program can be put across before small groups, while Mitchell Lachman of the Barton Distilling Company utilized an opaque projector for the same purpose. Mrs. Kathryn Niles of the Poultry and Egg National Board demonstrated a filmstrip in a home economic education talk.

Thomas W. Hope of General Mills showed "Assignment, General Mills" which the company uses to bring the facts within its annual report to regional stockholder meetings across the country. The photo library as a public relations asset was described by Nick J. Parrino of the Cities Service Company. James Pedder, vice-president in charge of advertising and public relations for Dearborn Motors employed charts, slide films and motion pictures to demonstrate a highly successful and well-integrated audio-visual aid program put on by his company—"A Salute to Agriculture."

The public interest service provided by films shown in commercial theatres and clubs was demonstrated by Earl F. Heffley of the Lumberman's Mutual Casualty Company, based on "Last Date." The adaptation of films to television was described by Spencer Allen, well-known news commentator and executive of WGN-TV. Two additional films were shown—"The Magic Key," produced by Raphael Wolff to tell the history of advertising and visual public relations and winner of a recent Freedoms Foundation award, and "Land of the Free," depicting the meaning of the free enterprise system.

One of the highlights of the afternoon was a panel composed of the producers of audio-visual aids, who answered many questions on costs, distribution and other aspects of the subject. • •

U. S. Department of State requests PRSA assistance

A message to PRSA members:

As chairman of the Society's Public Relations Defense Advisory Board for 1951, I would like to call to your attention a request for assistance just received from the Division of International Press and Publications of the U. S. Department of State. The text of the letter which follows indicates a way in which we feel that Society members may render valuable service to the government in its program of international communications.

J. HANDLY WRIGHT

"We are interested in assembling current graphs, charts, and other graphic presentations of economic facts and figures in a file for reference use and in some instances for reprint abroad. Any material not older than two years is welcome. What we want to have most are over-all presentations, for instance: the standard of living of American workers, investment per worker, productivity, what wages will buy, improvement of working conditions over the years, growth of industries over the years, total capacity of industries, some graphic presentation of our systems of production and distribution, the financial structure of our system, stock ownership directly or via insurance investment by the masses, development of new products as a result of competition, the virtues of competition, where the sales dollar goes, taxation of incomes (personal and corporation), and whatever other subjects in the judgement of your members will give a graphic picture of the vigor of America. Much of this material may have been produced for educational purposes, for the information of labor and of the community.

"In this project we are not interested in photographs or pamphlets (except statistical publications) nor in magazines and releases. This is an attempt to assemble a file of graphic material—the product of graphic artists only. Some of the material may be contained in booklets; then, by all means, let us have it in this form."

All mailings should be directed to:

Thomas R. Nickels, Chief, Special Research Unit
Division of International Press and Publications
Department of State
1778 Pennsylvania Avenue, Washington 25, D. C.

PATRONIZE JOURNAL ADVERTISERS

A **Shamrock** *Short Story*

HOW TO SPOIL CUSTOMERS

We Did It . . .
. . . And We're Glad!

Those sensitive souls in our Complaint Department, having grown allergic to work, shuddered at the prospect. Here, at long last, was a Complaint; and it looked like a *pomme de terre chaud* (hot potato, to you).

Here was a letter from Mr. and Mrs. W. P. T., of San Antonio. The T's, it seems, had just guested with us; on returning home, they took typewriter in hand to lodge a Complaint. And its implications were staggering. If what the T's said was true, The Shamrock was in a fair way to lay waste the entire hotel business and wreck travel in general.

Because, our Complaint Department was informed, we had fixed the T's so that they never wanted to go elsewhere ever again. We were, it appears, rendering our guests extremely sad, sending them home gloomy and disconsolate because . . .

But, here, you read the T's letter:

☆ ☆ ☆

"Sirs:

"Although it has been only 10 days since we said 'good bye' to The Shamrock, it seems much longer. One hardly expects to be transported from everyday living to Fairyland and back again to everyday living in 10 short days. But that's what happened to us.

"We have traveled all over the world, lived in the finest hotels, have seen the finest in the way of luxury and beauty. But our vacation at The Shamrock will be our never-to-be-forgotten adventure. I use the word "adventure" because each day there was something new and different . . . anticipation of dinner in The Emerald Room with its fine entertainment; curiosity as to what would happen on Continental Night in The Shamrock Room; what could be expected in the Pine Grill; and then there was the radio show, "Saturday at The Shamrock," where we enjoyed watching the orchestra and entertainers in a coast-to-coast broadcast.

"It was MAGIC; something different and interesting to do every minute. And the Swimming Pool . . . just the words set in motion a flow of adjectives that exhaust the vocabulary; the beauty of it, the cleanliness of it, the colorful surroundings, the palm trees, the gay umbrellas, the diving boards, the courteous attendants always at your elbow when you wanted them.

"There is nothing we have ever seen in our many travels to equal it. The rooms, of course, leave nothing to be desired; everything is perfect. The food is delicious in every dining room. The Vacation Plan is most attractive, especially the luxurious 'breakfast in bed' with the choice of such delicious foods to start the day.

"Add to everything else the friendly atmosphere on all sides such as we have never before encountered, from the top-most official to the maids and bus boys, and you have something that is rare and priceless.

"Yes, we are grateful to The Shamrock for making our vacation something long to be remembered. Our visit was one of those things that happen once in a lifetime . . . perfect in every way.

"And now, we have a complaint. The Shamrock has completely spoiled us for any other outing we shall ever take.

"Sincerely,

*(signed) Mr. and Mrs. W. P. T."

☆ ☆ ☆

Lord, what have we done to the T's? Pity our poor Complaint Department!

* Mr. and Mrs. T. (original of their letter is on file at The Shamrock) were Summer guests in 1950. The Shamrock's Vacation Plan will be in effect again from July 1—September 3, 1951. Write The Shamrock today for full details; let The Shamrock spoil you, too.

THE SHAMROCK WELCOMES THE PRSA BOARD OF DIRECTORS APRIL 22-23-24

Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings" in March JOURNAL.)

Active Membership

Bascome, W. Radford, Jr.
Brokaw, Paul
Brown, Ralph D.
Coyle, M. Patrick
Crayhon, James
Custer, Joe James
De Hayes, Daniel W.
Freiberg, Albert D.
Harker, Marjorie
Harper, Ken B.
Headden, William P.
Hellickson, George C.
Hodgkin, Robert Garnett, Jr.
Hunt, Herschiel Laurence
Keppel, Wesley M.
Kingsford-Smith, Graham
Kneiss, Gilbert H.
Lacey, John J.
Lovell, James V.
Marshall, Robert I.
Marvin, A. Bryan, 3rd.
Mason, Frank E.
Morningstar, Ann Scott
Murphy, John H.
Philips, Harold K.
Powell, Burt Meade
Robinson, S. Carl
Schlosser, George Leonard
Setterdahl, Kenneth C.
Sterne, Margaret Heiden
Thompson, W. Frank
Van Laningham, M. M.
Weatherly, Horace E.
Wilson, William L.
Witherspoon, Guy

Associate Membership

Burns, Warren
Chappel, Bert V.
Dalby, Henry B.
Foristall, Thomas M.
Kane, Robert F.
Jaffey, Arthur
Nickel, Paul S.
Pennington, Wayne
Schaffer, Frank
Witze, Claude O.

"I don't know art, but I know what I like!"

We do know art. Chances are we also know what you like. What's more, we know what your audience likes.

Why not do as other PR people do... let us create your printed messages—house organs, manuals, reports, company histories, and what have you...

...not just illustrate them, but engineer them from top to bottom, from rough layout to delivered job...for size, shape, layout, color, type, atmosphere...for copy too, if you want it...

...in order to speak to your audience in the tone of voice to which it will respond.

Appleton, Parsons & Co.
52 Vanderbilt Ave., New York 17
Telephone: MUrray Hill 6-0342

Chapter News Notes

(Continued from Page 22)

WASHINGTON, D. C. CHAPTER

Meeting March 8 at the Wardman Park Hotel, the chapter devoted an entire evening to television. Chapter members were invited guests in the television studios to witness the daily broadcast of the Camel Caravan news broadcast. There followed an inspection of the TV station, and the showing of the film "More Than Meets the Eye," NBC portrayal of TV operations.

Bob McCormick and Ted Ayres, NBC news commentators, and broadcasters of "Battle Report Washington," led a discussion of TV problems, following the dinner.

William D. McAdams and Avery McBee were accepted as new members of the Chapter, having been approved by PRSA. The Chapter noted, with regret, the loss of two members who have moved to New York, Bert Goss and Tom Collison.

The next regular meeting will be held April 12.

CHAPTER SECRETARIES

CHICAGO—HALE NELSON, Vice President, Illinois Bell Telephone Co.

COLUMBUS—NEVIN J. RODES, Public Relations Director, Kelly & Lamb

DETROIT—WILLIAM A. DURBIN, Director, Public Relations, Burroughs Adding Machine Co.

HAWAII — WILLIAM SIMONDS, Account Representative, N. W. Ayer & Son, Inc.

HOUSTON—MALORY MCDONALD, Director of Public Relations, Missouri Pacific Lines

LOS ANGELES—JOHN E. FIELDS, Director of Development, University of Southern California

MINNESOTA—CYRIL W. PLATTES, Manager, Department of Public Service, General Mills, Inc.

NEW YORK—JOHN V. THARRETT, Community Relations Manager, Bigelow-Sanford Carpet Co.

NORTH TEXAS—JOHN L. TERRELL, Manager of Public Relations, Magnolia Petroleum Co.

ST. LOUIS—LEMOINE SKINNER, JR., Lemoine Skinner, Jr., Public Relations

SAN FRANCISCO—ROBERT D. ROSS, Pacific Telephone and Telegraph Co.

WASHINGTON, D. C.—MAURICE O. RYAN, Manager, American Hotel Association

Make a Date Now!

The 8th National Conference of BUSINESS PUBLIC RELATIONS EXECUTIVES

May 16, 17, and 18, 1951

Starlight Roof • The Waldorf-Astoria • New York, N. Y.

SIT IN ON . . .

A three-day program of demonstrations, lively panels, idea-sparking presentations, stimulating talks and floor discussions for *all* public relations executives of business, business groups and those who serve business and industry.

AND TAKE HOME WITH YOU . . .

- Practical approaches to the common problem of building confidence of your community and your employees in your company.
- Top techniques, devised by experts, to help you bring *real economic understanding* to employees of your plant.
- A host of ideas for low-cost P.R. programs adaptable to your company, large or small.
- An insight into the little-known field of measuring the effectiveness of the public relations job you're doing.
- A broader understanding of your profession, gained by three days of talking shop with 600 others in your field—of *business public relations.*

FOR REGISTRATION INFORMATION, write to *Conference Secretary*, Room 407, 14 West 49th Street, New York 20, N. Y. (Registration limited to 600)

E. S. BOWERFIND, Conference Chairman:
Director of Public Relations,
Republic Steel Corporation

Sponsored and managed by a special committee of 31 business and industrial public relations executives with the aid and cooperation of the National Association of Manufacturers.

(*An advertisement*)

Houston Board meeting

(Continued from Page 21)

is to participate. Panel members will include Guy J. Berghoff, Richard B. Hall, Caroline Hood, William G. Werner, and John Mortimer.

The following Houston chapter members are to preside during the afternoon: Robert W. Dundas, Malory McDonald, Max Jacobs, and Conrad Collier.

PRSA Executive Vice President Bliss will summarize the day's session.

Los Angeles Chapter Conference

The Los Angeles Chapter will sponsor a one-day public relations conference April 26 at the University of Southern California, with the University and the Los Angeles Chamber of Commerce acting as co-sponsors. Theme of the meeting is "Public Relations During National Mobilization," and among the speakers chosen to lead the meeting's four sessions are: Milton Fairman: "New Jobs for Public Relations in a Period of Mobilization"; Louis Lundborg: "Community Relations Under Mobilization." There will be panels which will include local speakers in each of the four discussion areas. W. Howard Chase will be the luncheon speaker. All sessions will be held in Hancock Auditorium at the University.

San Francisco Chapter Conference

On April 27, the San Francisco Bay Area Chapter will present a one-day Northern California Agriculture-Business Relations Conference with the San Francisco Chamber of Commerce and the Farm-City Relations Committee (San Joaquin urban-rural relations project) serving as co-sponsors. Sessions of the one-day event will be held in the Terrace Room of the Fairmont Hotel, and the substance of discussion will follow the farm-city relations theme.

Chairman of the morning session of the conference is John E. Pickett, editor of *California Farmer*, who is the PRSA member heading the Farm-City Relations Committee. Among speakers and their subjects are: Ed Lipscomb: "Win the Public and You Win Your Case"; Rex F. Harlow: "An Old Public Relations Idea Applied in a New Way"; and a panel discussion "Good Neighbors are Made—Not Born" in which leading business and farm production and marketing representatives will take part.

The afternoon session, under chairmanship of Brooks Darlington, president of the San Francisco Bay Area Chapter, will include: G. Stewart Brown: "An Oil Company Looks at its Rural Relations"; Milton Fairman: "The Road Ahead." W. Howard Chase will be the luncheon speaker. Representatives of the leading industrial and marketing enterprises of the San Francisco area will participate in the program, and as previously, the luncheon meeting will be an open event to the region's civic and business leaders.

Public relations conferences sponsored by PRSA chapters are open to all public relations people and organization representatives who have interest in the conference discussions. • •

MARKER WITH A PURPOSE

Public relations people of Connecticut's Fairfield County look twice at this license plate bearing the initials of the Public Relations Society of America. It identifies the car of Frederick Bowes, Jr., PRSA, public relations and advertising director of Pitney-Bowes, Inc., Stamford, who says it's part of his continuing campaign to get members to place the Society's initials after their names in all public and professional listings and appearances.

A member of PRSA's board of directors and its executive committee, Bowes firmly believes that only through such regular and frequent use can PRSA members make the initials well-known and accepted as a symbol of professional standing (as used above). He cites as examples of success in other fields the acceptance which architects have won for AIA and the recognition that automotive engineers have secured for SAE.

Postings

(Continued from Page 24)

Evelyn C. Fowler, Director of Publicity, Queensboro Tuberculosis and Health Ass'n.; 159-29 - 90th Avenue, Jamaica, N. Y. Sponsors: Daniel C. McCarthy and John L. Dupree.

James F. Purcell, Community Relations Director, American Maize-Products Company, 113th and Indianapolis Boulevard, Roby, Indiana. Sponsors: Oscar M. Beveridge and Don R. Cowell.

Alan Victor Waters, Regional Representative, Licensed Beverage Industries, Inc., 155 East 44th Street, New York City. Sponsors: Albert W. Bates and Kerryn King.

Associate to Active Membership

Curtis J. Hoxter, Director of Press Relations, United States Council of the International Chamber of Commerce, Inc., 103 Park Avenue, New York City.

Ten Eyck Lansing, President, Ten Eyck Lansing & Staff, 420 Industrial Trust Building, Providence, R. I.

James H. Mullaley, Director of Public Relations, Easy Washing Machine Corp., Syracuse, New York.

PATRONIZE JOURNAL ADVERTISERS

Printing ink is the LIFEBLOOD of your BUSINESS

You use a lot of printing—and don't you sometimes wonder if there isn't, somewhere, a printer who can help you?—so that you get more results without such everlasting watchfulness and effort on your part.

1. **EXPERIENCE** in public relations so that he understands what you are trying to do, and can help you do it.

2. **UNDERSTANDING** of layout, design and copy so that he can relieve you of detail work.

Are these the qualifications you are looking for in a printer?

3. **EQUIPMENT** to give you economical, fast production, yet flexible so as to focus on your individual problems.

4. **ABILITY** to deal with the people in your purchasing department and satisfy them that the price is fair.

HERE IS YOUR "PUBLIC RELATIONS PRINTER"...

We are a large, diversified organization; so we do public relations work on our own account. And we work with many public relations people and departments. You can be sure, when you deal with Crocker's that we will do more than just produce the job right and on time. We can take your completely planned job, and make it come out just as you have planned it. Or, we can take over at any stage and supply development, design and copy as well as production.

You save money, too. On any single job you can probably always get a cheaper price than ours. But over a period, dealing frankly together, we are confident we can save you money. Some of our customers have been with us continuously for more than 50 years. That's your best assurance of fair treatment. *Wherever you are, call on Crocker's:* We serve customers from Alaska to Panama, from the Philippines to Cuba. So put your printing problems up to Crocker's. Our idea of selling is helping.

H. S. CROCKER CO., Inc.

720 MISSION STREET • SAN FRANCISCO 3

TELEPHONE DOuglas 2-5800

Like to see two recent examples of our work? — a brochure that helped to raise $800,000 in contributions for a science institution—a portfolio of photographic reproductions that won international acclaim. *JUST DROP US A LINE.*

THE HOPPER

More conference pointers

Except for a point or two, it would be hard for me to improve on your article about PR conferences (March JOURNAL) . . . I heartily approve your suggestion of a pre-conference questionnaire, having had excellent results from this device. However, I always ask the member to say whether or not he expects to attend. If the answer is no, I don't tabulate his suggestions.

. . .You glossed over one important point in welcoming speakers, and that involves having them come to the meeting room or registration desk at the appointed hour. In my occasional appearances as a speaker I have always had to look up the secretary—usually by introducing myself in the meeting room or at the desk outside and asking where to look for the guy.

. . . You make one outright error, by my book, and that is in your location of a press table. If you want to please the reporters, *don't* put them "up front." It doesn't fit the pattern of the Fifties, when a reporter in a big town covers five or six conferences at once and depends on the convention press room for his quotes. (The only reporters who stay all day at a meeting, as a rule, are from the trade press—and *they* like to spend as much of their time as possible with the members.)

. . . One of the things that members overlook in these modern days is that it doesn't take many reporters to cover an event. I have had cases where one reporter covered for the local morning paper, the AP, the *New York Times*, and a string of papers in other cities, while a second man handled the local evening paper, the UP, the *Herald Tribune*, and another string of out-of-town sheets. When both of them were present we had a full press contingent for business news in the city!

G. K. DAHL
Public Relations Counsel
New York City

I thought the article by Martin Dodge on the labor question in the March issue of PUBLIC RELATIONS JOURNAL an especially fine piece of work, and most useful for pointing up a difficult situation.

JOHN L. MORTIMER
Director of PR, Southwest District
United States Steel Corporation

JOURNAL to carry professional listing

PRSA's Board of Directors has approved the use of the JOURNAL for placing of advertising by public relations counsels. Such advertising (limited to PRSA members only) will follow a prescribed form and content, subject to approval by the publisher. Advertising will appear in a newly established department of the magazine, "Professional Directory," beginning with the May issue.

In a letter to the membership in March announcing the policy, it was indicated that the Society's Board of Directors had reached the decision after careful examination of the problem and regard for ethical professional practice. The request for such service through the JOURNAL has come from counsels whose organizations are prepared to implement larger national programs within the region of their specific geographical area; and has been pointed up by the increased number of requests for such information coming to Society headquarters from clients in the business community; and also from PR firms asking for reference to areas where they do not presently maintain staff service. As a policy matter, PRSA headquarters makes no recommendations regarding member services.

Requirements

Requirements for copy and format of listings in the Professional Directory include the following restrictions: advertisements shall follow the "card insertion" type of listing, without illustration. Size will be one column—one inch deep, or two inches deep. Information will follow general announcement of availability of service (a proof sheet of sample listings has been mailed to all PRSA members), without promotional claims. The publisher may suggest copy or layout changes to conform with these requirements, or may reject all advertising.

Copy may also include changes of firm address, changes in partnerships, opening of new offices, etc.

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CLASSIFIED ADVERTISING

When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 525 Lexington Avenue, New York 17, N. Y. Rates: "Positions Wanted" 60c per line, 5-line minimum; "Help Wanted" $1.00 per line, 5-line minimum. Payable in advance.

Positions Wanted

SPECIAL PUBLIC RELATIONS

You can get top experience writing and placing articles, speeches, manuals, releases—publicity ideas, editorial craftsmanship, ghosting, research five languages—for but one unusual man's salary. Young, married. Box M-4

DRAFT-EXEMPT, YOUNG EXECUTIVE

Prepared for PR career with background of diversified jobs: 4A agency publication, 1½ yrs.; top dept. store copy, 1½ yrs.; respectable political publicity, over 3 yrs. Married, college, 26. N. Y. C. only. Box K-4.

PUBLIC RELATIONS DIRECTOR

Public relations background: a creative thinker; perusasive writing style; broadcasting; varied lecturing experience; deft in handling people; organizing ability; versed on "the woman's angle." Box R-4.

UNUSUALLY QUALIFIED: last 7 years business and labor PR; gov't. diplomatic and press liaison experience. Wide range problems and administration in Europe, N. Africa, Near East. References and resume available. Box B-4.

Help Wanted

WANTED
HARD-TO-FIND
PUBLIC RELATIONS MAN

National manufacturer of consumer goods looking for an unusual PR man; must be between 30-42, college graduate, personable, clean record. Solid experience on newspaper or magazine plus at least 7 years in public relations department of large company or agency.

Want a man who has come up through the mill to administrative position and who can write good clean institutional copy; understand product publicity and pictures; and have live working contacts with the press, particularly New York.

The man we want has written speeches for top executives and has done a great deal of work in employee relations, writing all material and outlining programs. He should have first-hand knowledge of community relations and other aspects of an all-around public relations department operation.

He can either direct others or pound a typewriter and do the actual work himself.

Headquarters, New York. Excellent opportunity; good pay and benefits. Please give complete story in first letter. Confidence strictly maintained. Box A-4.

Cotton

To Save Your Life

Photo Courtesy U. S. Marine Corps

Put yourself in the place of this G. I. Joe. You've been hit. You manage to get out your first aid kit . . . sulfa powder, clean, soft, cotton gauze and bandages. You anxiously, painfully apply emergency dressings.

Corpsmen come. They tend your dressings. They lift you to a cotton canvas stretcher, trudge back to the battalion aid station. You get plasma, filtered through cotton to insure purity. Your next stop is the hospital.

You get clean, cool cotton sheets, fresh cotton pajamas. You go to the operating room for the slug to be removed. You see doctors, nurses, aides . . . all wearing cotton . . . surgical gowns, jackets, trousers, masks. Cotton for sanitation. Cotton to save your life.

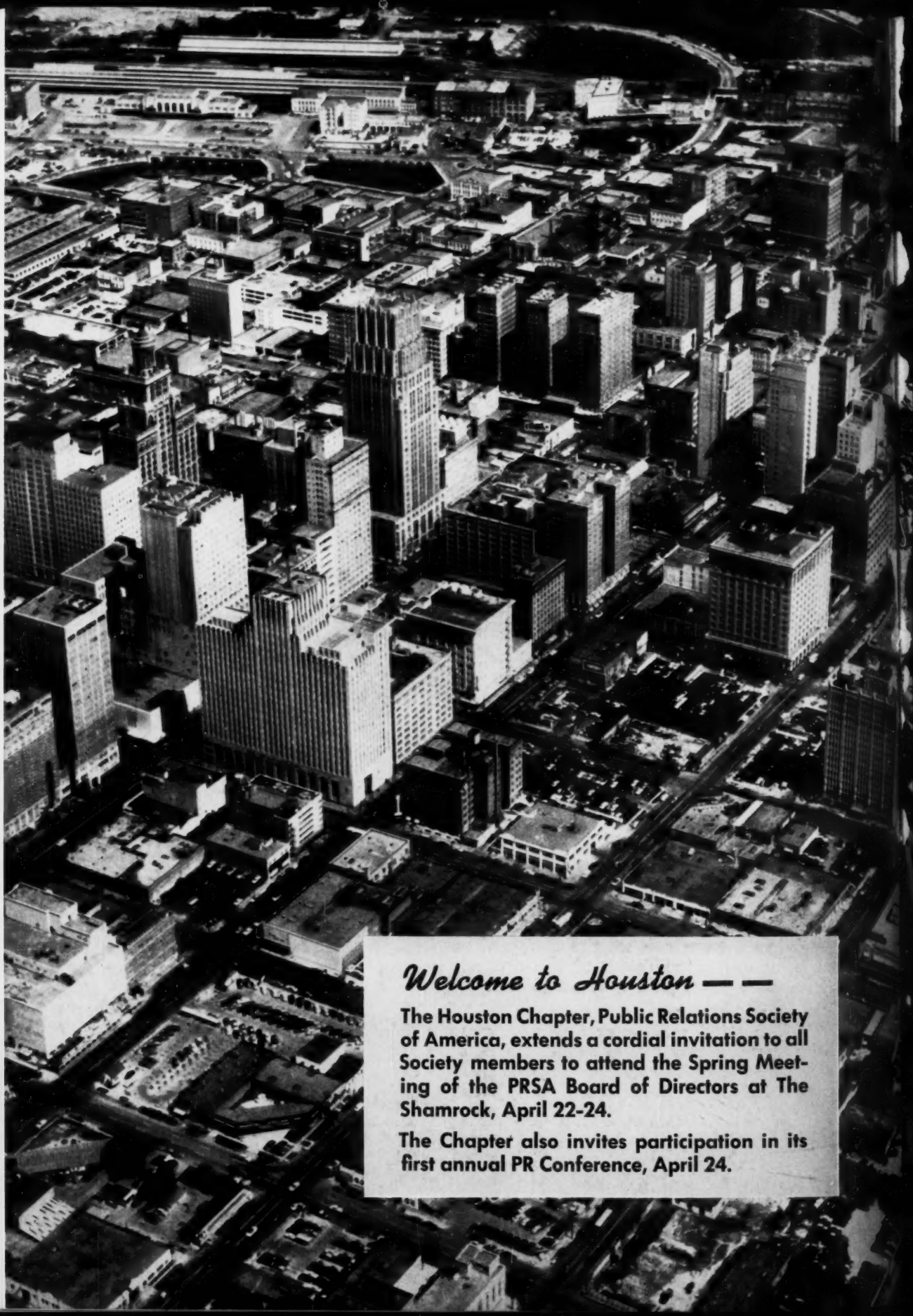
No hospital, military or civilian, operates without cotton. In 1949, 131,560 bales of cotton were used in adhesive tapes, bandages, gauzes, sanitary napkins, and stockinettes alone. Expansion of our defense will step up tremendously the need for cotton medical supplies by our fighting forces.

These are facts we want the country's leading PR men to know about the country's leading fiber.

—NATIONAL COTTON COUNCIL

EVERY U. S. Fighting Man Uses Cotton EVERY DAY

PRINTED IN U. S. A.
Charles Francis Press



Welcome to Houston — —

The Houston Chapter, Public Relations Society of America, extends a cordial invitation to all Society members to attend the Spring Meeting of the PRSA Board of Directors at The Shamrock, April 22-24.

The Chapter also invites participation in its first annual PR Conference, April 24.